



Economic Development and Human Services Committee

July 18, 2007

EXHIBITS LIST

Prepared by: Jovel Shaw

NO.	DATE	ITEM #	DESCRIPTION
1	7/18/07	--	County Manager's Memorandum of Requested Changes
2	7/18/07	1C1	A bounded booklet entitled, "Metro-Miami Action Plan Trust's Retrospective and Future
3	7/18/07	1C1	A copy of the Final Report of the Grand Jury filed on 2/6/1985 re: Minority Enterprise Development and the Miami Beach Fire Code Enforcement
4	7/18/07	1D1	A copy of the Final Report of the Grand Jury filed on 2/9/2007 re: Miami-Dade Housing Agency
5	7/18/07	1D3	A letter from the New Vision Taxi Drivers Association of Miami, Inc. re: Ordinance amending for-hire regulations relating to providing compensation fro the right to pick-up passengers
6	7/18/07	3E	A folder that contained a copy of press release from the Power U Center for Social Change; petitions entitled, "No Crosswinds in Overtown"; a Petition for Writ of Certiorari from the City of Miami Commission filed in Circuit Court on July 9, 2007; and a letter from the Historic Overtown Folklife District Improvement Association re: Crosswinds Development & the 2006 Signed Overtown Community Benefits Agreement for the Historic Overtown Folklife Village and District
7	7/18/07		Speaker's Cards

Memorandum



Date: July 18, 2007

To: Honorable Chairperson and Members
Economic Development and Human Services
Committee

From: George M. Burgess
County Manager 

Subject: Requested Changes to the
Economic Development and Human Services
Committee Agenda

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By the Clerk for the record.

JUL 18 2007

Item _____
Exhibit _____
Meeting _____

Additions

3C SUB.

072252 RESOLUTION AUTHORIZING THE COUNTY MANAGER TO AMEND THE FY 2007 ACTION PLAN TO REFLECT THE REALLOCATION OF FY 2005, AND FY 2006 HODAG AND FY 2002, FY 2004, FY 2005, FY 2006 AND FY 2007 HOME FUNDS, AS INDICATED IN EXHIBIT I; AUTHORIZING THE COUNTY MANAGER TO EXECUTE ALL CONTRACTS, AGREEMENTS AND AMENDMENTS NECESSARY TO CARRY OUT THE ABOVE PROGRAM; AND AUTHORIZING THE COUNTY MANAGER TO EXERCISE THE CANCELLATION PROVISIONS CONTAINED THEREIN [SEE ORIGINAL ITEM UNDER FILE NO. 071838] (Office of Community and Economic Development)

6F SUPP.

072253 UPDATED REPORT OF PROPOSED U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT TAKE-OVER OF MIAMI-DADE HOUSING AGENCY NEGOTIATIONS AND MEETINGS (County Manager)



Metro-Miami Action Plan Trust's
Retrospective and Future

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By the Clerk for the record.

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Item ICA
Exhibit 1
Meeting FDHS



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SECTION 1
BOARD'S MISSION

MISSION STATEMENT

METRO-MIAMI ACTION PLAN TRUST IS COMMITTED
TO ADDRESSING THE SOCIOECONOMIC DISPARITY
OF MIAMI-DADE COUNTY'S BLACK COMMUNITY BY
ADVOCATING AND COORDINATING INITIATIVES
AND
PROGRAMS FOR THE BENEFIT OF THE
COMMUNITY-AT- LARGE.



METRO-MIAMI ACTION PLAN TRUST

Our Mission

Metro-Miami Action Plan Trust is committed to addressing the socioeconomic disparity of Miami-Dade County's Black community by advocating and coordinating initiatives and programs for the benefit of the community-at-large.

Our History

Metro-Miami Action Plan Trust (MMAP) is a Miami-Dade County agency established in 1983 by the mayors and managers of Dade County and City of Miami, the Chair and Superintendent of the School Board, the Greater Miami United Board of Directors, and the chief executives of local institutions of higher education that agreed to lead this community towards reducing disparities facing the Black community. (After several civil disturbances the U.S. Civil Rights Commission was summoned by the Community Relations Board to suggest solutions to a community polarized along ethnic and economic attitudes.) Decision makers began to implement a plan led by grass root citizens and The MMAP Process was implemented. It was funded by the County Commission which involved four work groups comprised of citizens, government officials, and university personnel to gather data and recommend solutions addressing major issues in the areas of housing, education and training for jobs, economic development and employment, and criminal justice system sensitivity.

In 1992, MMAP was restructured as a 21-member public trust by County ordinance 92-12 and further restructured in 1993 by county ordinance 93-12. In 2001, the Code of Miami-Dade County was amended removing the transition period and granting additional powers to the Metro-Miami Action Plan Board of Trustees.

Today, the role of MMAP is still one of advocacy and serves as a compass to guide the organization in fulfilling its mission to create economic and social empowerment opportunities to develop prosperous neighborhoods.

Our Accomplishments

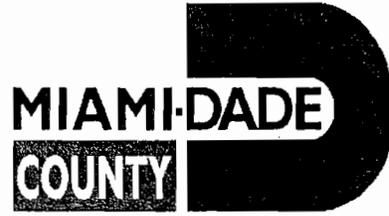
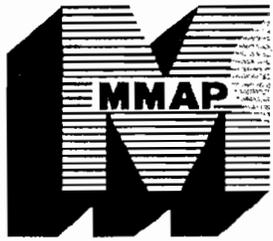
MMAP has accomplished several notable tasks since its inception with leadership provided by Miami-Dade Board of County Commissioners with assistance from federal, state and local partners. The most notable include the Tampa Plan a replication of MMAP; secured dedicated revenue streams in addition to county dollars to deliver excellence to youth and provide homeownership opportunities; secured federal funds to assist business in Overtown; increased the number of Black jurors on criminal and civic juries; established the production of a video tape in the 80's explaining the jury pool process to jurors on duty which is still used today; establishment of Florida Martin Luther King, Jr. Institute for Nonviolence, the first nonviolence management institution in the State of Florida; Nonviolence and sensitivity training provided police and citizens; advocated for police substations in local neighborhoods; established the first Miami-Dade County Teen Court; developed an alternative educational

program – Martin Luther King, Jr. Leadership Academy; the creation of North Dade Community Development Federal Credit Union; assisted with funding for the first Denny’s Restaurant; assisted with funding for the second Denny’s Restaurant near Pro Player Stadium; the fostering of several youth entrepreneurs in South Dade; created a summer banking program for H.S. students; the funding of housing developments in West Perrine; the creation of MMAP Housing Assistance Program that has contributed millions of dollars to the local tax base and encompasses a down payment assistance program, pre and post counseling project and a housing development initiative; the coordination of the annual BOSS-FOR-A-DAY event for public high school students to shadow a professional in a desired industry for a day; positioning the agency as a resource center for news media; advocate for thousands of residents concerned with the socioeconomic state of Miami-Dade County’s Black neighborhoods; provided hundreds of community forums and workshops in heightening awareness of critical socioeconomic issues and trends; the awarding of millions of dollars to small businesses and community-based organizations; and hosting the largest and longest-running conference on local Black issues.

“Delivering excellent public services that address our community’s needs and enhance the quality of life for all.”

Metro-Miami Action Plan Trust
19 West Flagler Street, M-106
Miami, Florida 33130
305-372-7600





SECTION 2
BOARD'S PERFORMANCE MEASURES

Scorecard >

1.0 Customer

| ADD

	As of Date	Actual	Goal	FYTD Actual	FYTD Goal
<u>Promote education, training and technical assistance to businesses and entrepreneurs</u>					
<input type="checkbox"/> <u>Business Plans Assistance</u>	FY07 Q3	62	75	213	185
<input checked="" type="checkbox"/> <u>Entrepreneurial Development Forums</u>	FY07 Q3	1	3	5	9
<input checked="" type="checkbox"/> <u>Entrepreneurial Development Technical Assistance</u>	FY07 Q3	222	200	718	480
<u>Increase number of low to moderate income homeowners - MMAP</u>					
<input checked="" type="checkbox"/> <u>Annual Homeownership Assistance Loans through Lottery</u>	FY06	0	0	0	0
<input checked="" type="checkbox"/> <u>Annual Homeownership Assistance loans through Lottery Supplement</u>	FY06	1	1	1	1
<input checked="" type="checkbox"/> <u>New Homeownership Assistance Loan Applications</u>	Jun 2007	78	59	684	538
<input checked="" type="checkbox"/> <u>New Homeownership Assistance Loans Approved</u>	Jun 2007	84	52	595	474
<input type="checkbox"/> <u>Review of Loan Applications</u>	Jun 2007	51 %	70 %	53 %	70 %
<u>Provide outreach/prevention and intervention services for youth</u>					
<input checked="" type="checkbox"/> <u>Anti-theft Workshops - MMAP</u>	FY07 Q3	10	6	34	18
<input checked="" type="checkbox"/> <u>Court Session Held - MMAP</u>	Jun 2007	27	15	138	95
<input checked="" type="checkbox"/> <u>Education, Intervention and Prevention Tours</u>	FY07 Q3	3	3	8	9
<input checked="" type="checkbox"/> <u>Ethics Workshops - MMAP</u>	FY07 Q3	12	7	32	21
<input checked="" type="checkbox"/> <u>Juvenile Offenders Referred</u>	Jun 2007	25	21	225	182
<input checked="" type="checkbox"/> <u>Recidivism Rate for Teen Court Participants</u>	FY07-Semi-1	2 %	15 %	2 %	15 %
<u>Improve the education of students at MLK Academy</u>					
<input checked="" type="checkbox"/> <u>At-Risk Students Attendance in School</u>	Jun 2007	0 %	0 %	80 %	76 %
<input checked="" type="checkbox"/> <u>Reading Fluency for At-Risk High School Students</u>	FY07 Q3	73 %	70 %	148 %	140 %
<input type="checkbox"/> <u>Reading Fluency for At-Risk Middle School Students</u>	FY07 Q3	65 %	70 %	142 %	140 %
<input checked="" type="checkbox"/> <u>Students Present for FCAT Exam</u>	FY07	100 %	90 %	100 %	90 %

2.0 Financial

| ADD

	As of Date	Actual	Goal	FYTD Actual	FYTD Goal
<u>Meet Budget Targets (Metro-Miami Action Plan)</u>					
<input checked="" type="checkbox"/> <u>Revenue: Total (MMAP)</u>	FY07 Q3	\$1,309 K	\$1,651 K	\$10,237 K	\$9,608 K
<input checked="" type="checkbox"/> <u>Expen: Total (MMAP)</u>	FY07 Q3	\$3,149 K	\$3,072 K	\$9,762 K	\$9,216 K
<input type="checkbox"/> <u>Positions: Full-Time Filled (MMAP)</u>	FY07 Q3	27	32	26	32
<u>Ensure Compliance to Documentary Surtax Ordinance-Section 29-7</u>					

Surtax Revenue used for new construction of affordable housing	Jun 2007	0 %	50 %	0 %	50 %
Surtax Revenue used to benefit low income families	Jun 2007	68 %	50 %	64 %	50 %

3.0 Internal

| ADD

	As of Date	Actual	Goal	FYTD Actual	FYTD Goal
ED1 Improve coordination of housing investments with other County departments					
Number of new loans approved for affordable housing with other County Departments	FY07 Q3	199	75	404	225

4.0 Learning and Growth

| ADD

	As of Date	Actual	Goal	FYTD Actual	FYTD Goal
ES5-Ensure that Teen Court staff is properly skilled and motivated					
Inservice Training for Teen Court	FY07 Q3	4	2	6	4

Initiatives >

Scorecard Details >

Exception Report

Owners

Monitors

Scorecard Name: Metro-Miami Action Plan

[Hicks, Joann](#) [Phillips, Caesar](#)
[Gonzalez, Jose L.](#)
[Vickers, Milton](#) [Dixon, John](#)
[Williams, Anthony](#)

Description:

Parent Scorecards

Child Scorecards

[ACM Scorecard - Curry, Cynthia](#)

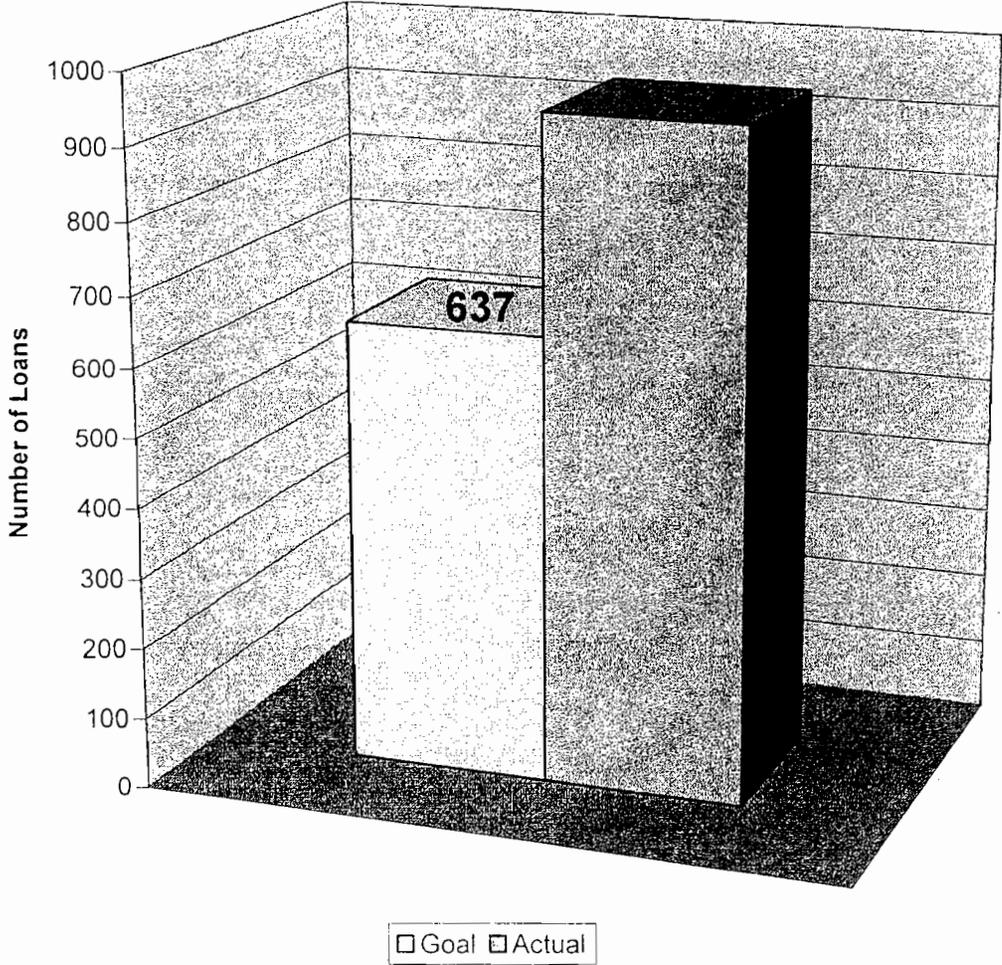
External Applications >

Attachments >

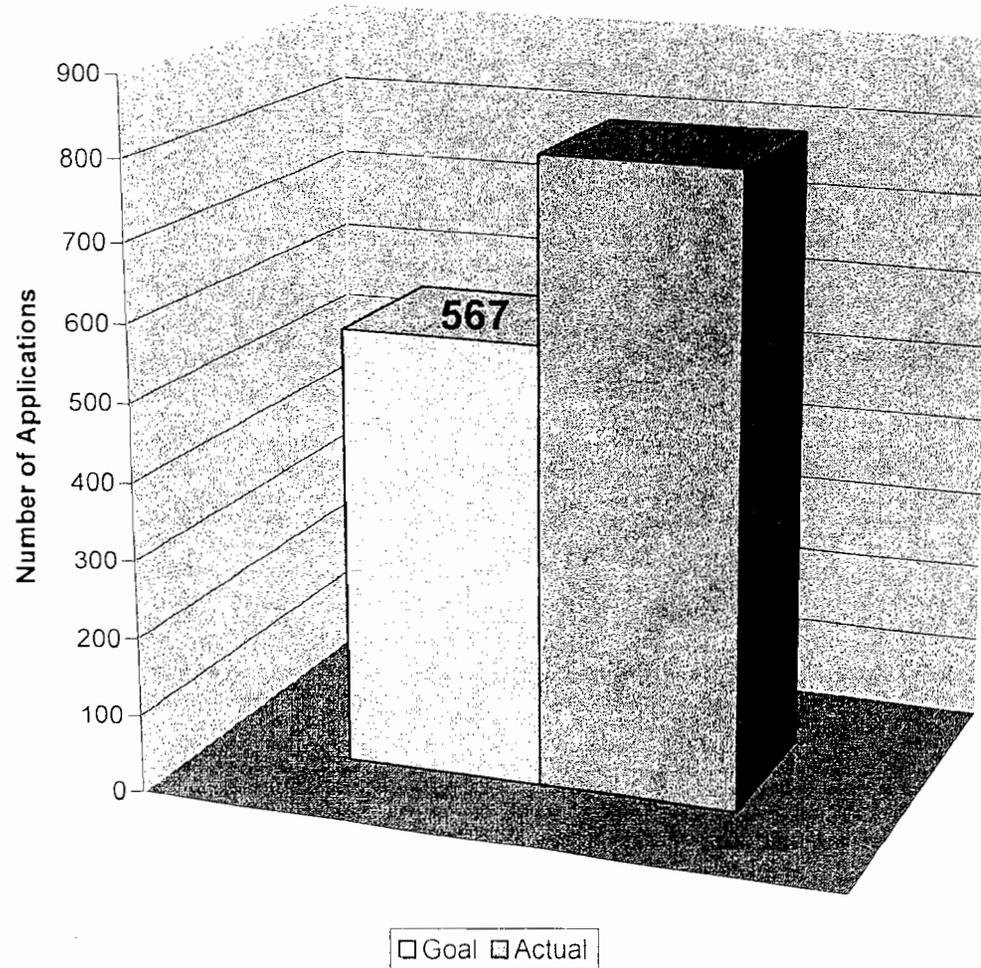
- [MMAP Business Plan \(FY07-08\)](#)
- [MMAP Budget \(FY07\)](#)

Title	Status	Check Out
MMAP Sortie/Fitness Challenge [Edit Properties]	[Check Out]	

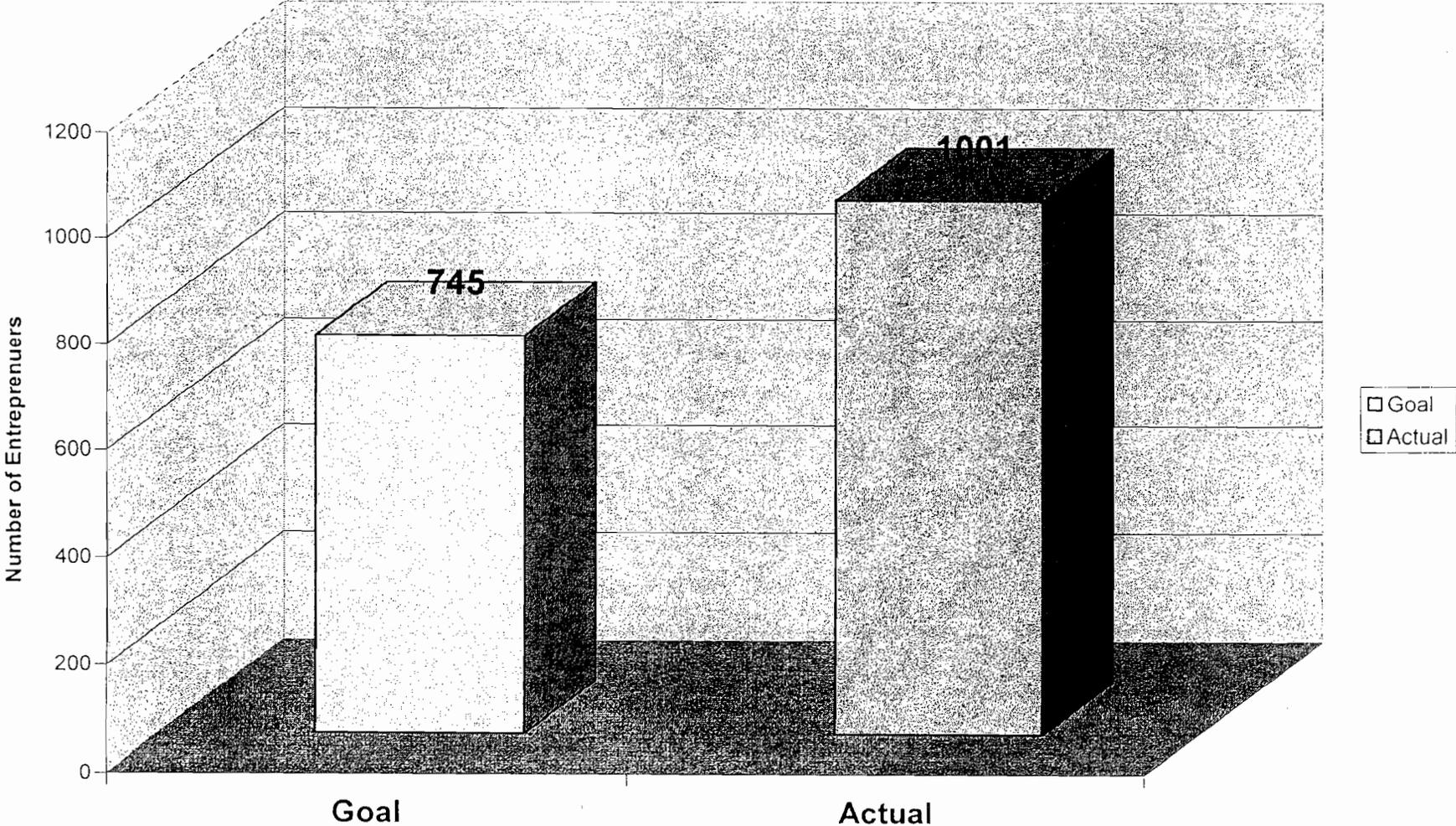
**Number of Loan Application Processed
For Low to Moderate Income Home Buyers
July 1, 2006 Through June 30, 2007**



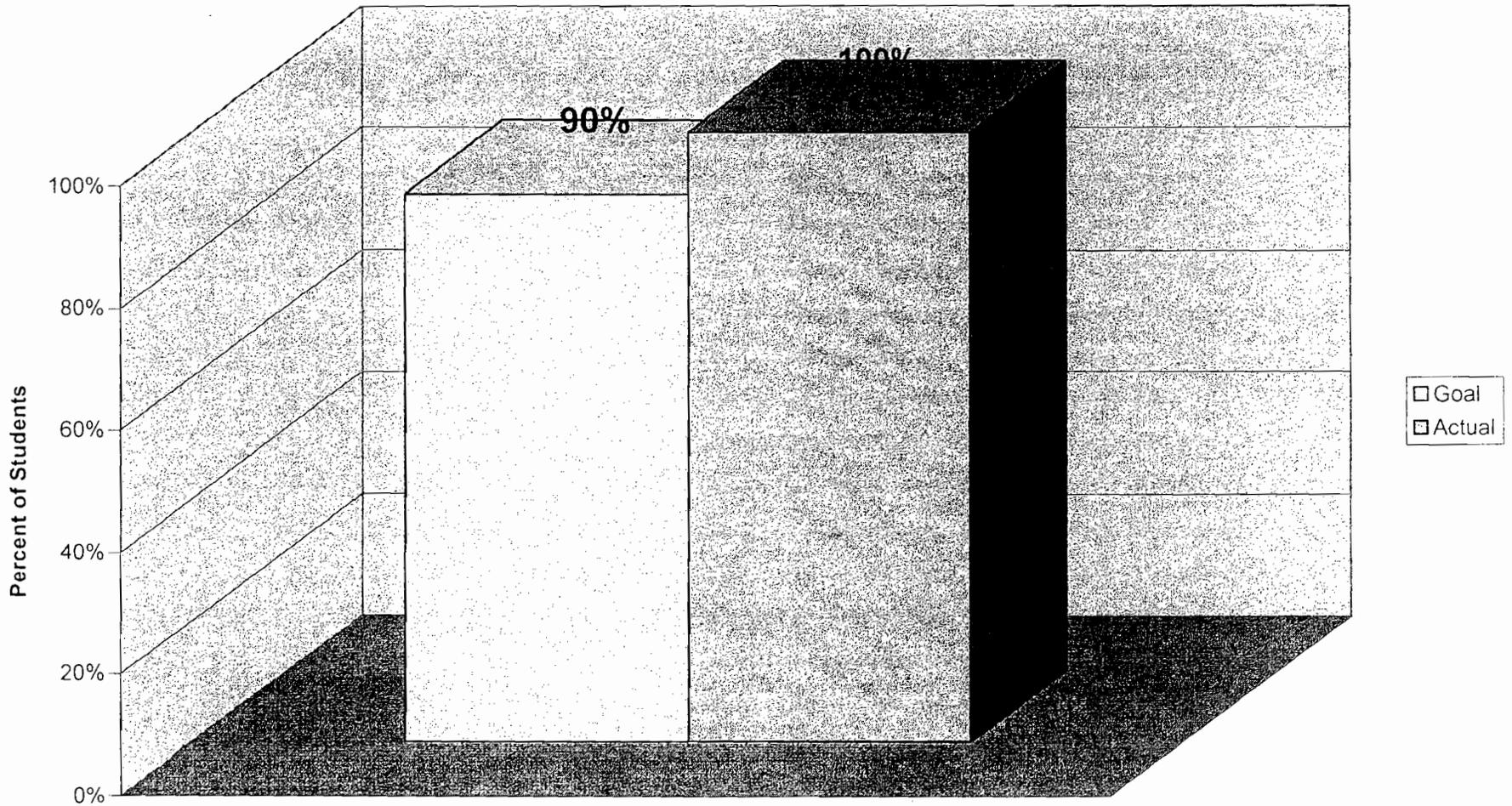
**Number of Loan Approved
For Low to Moderate Income Home Buyers
July 1, 2006 Through June 30, 2007**



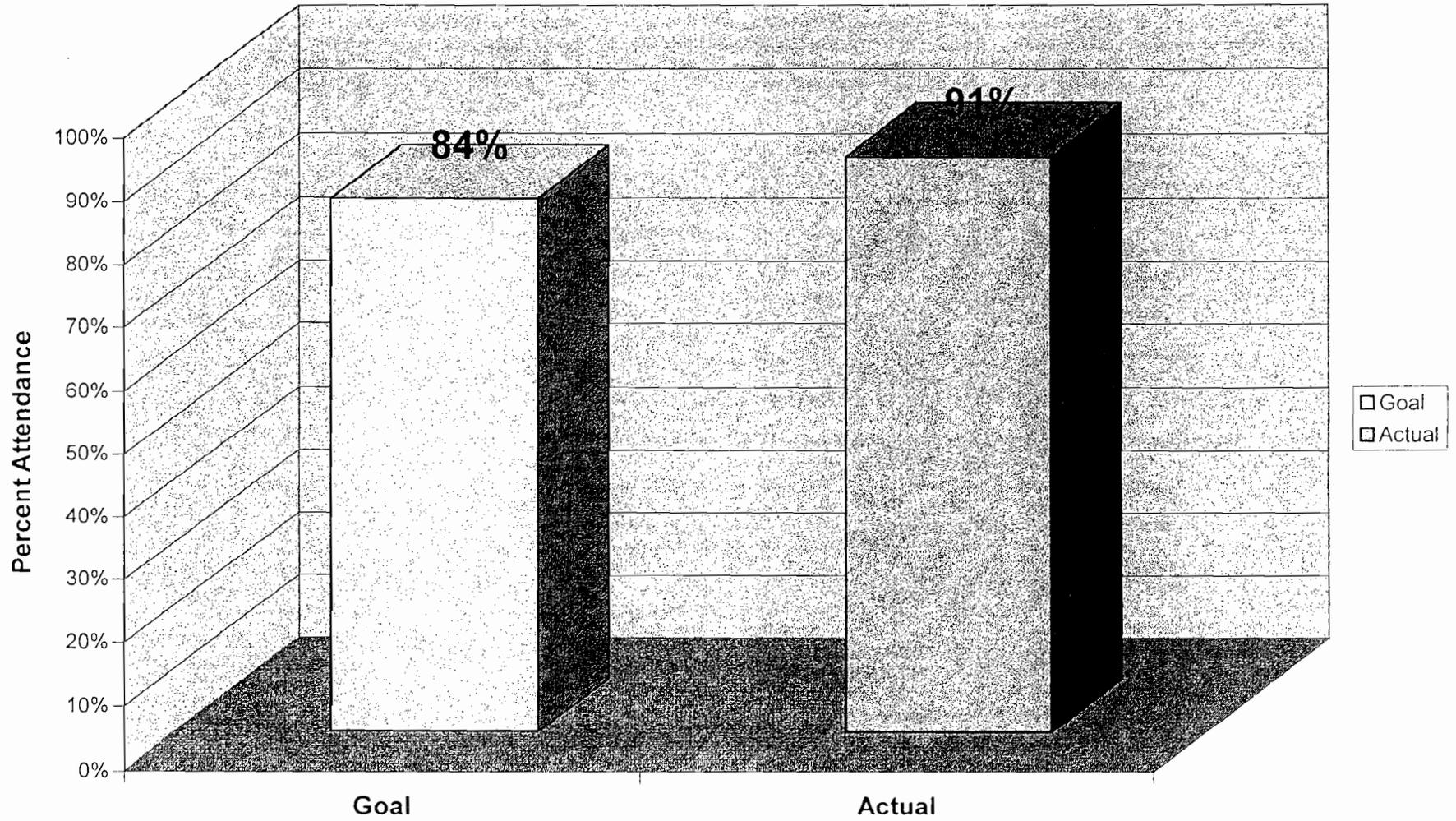
Technical Assistance Provided to Entrepreneurs July 1, 2006 Through June 30, 2007



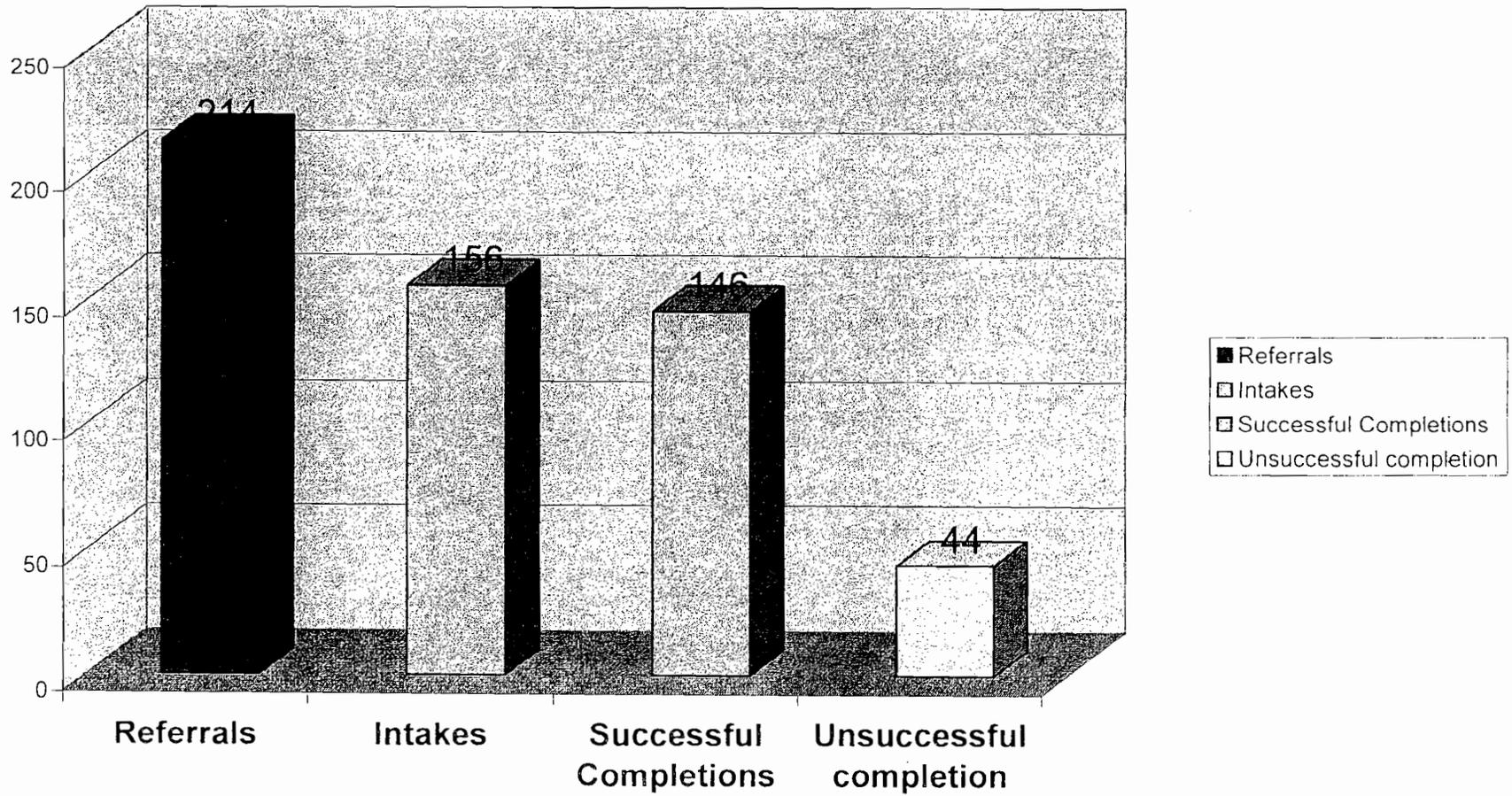
Percentage of At Risk Student Taking FCAT July 1, 2006 Through June 30, 2007



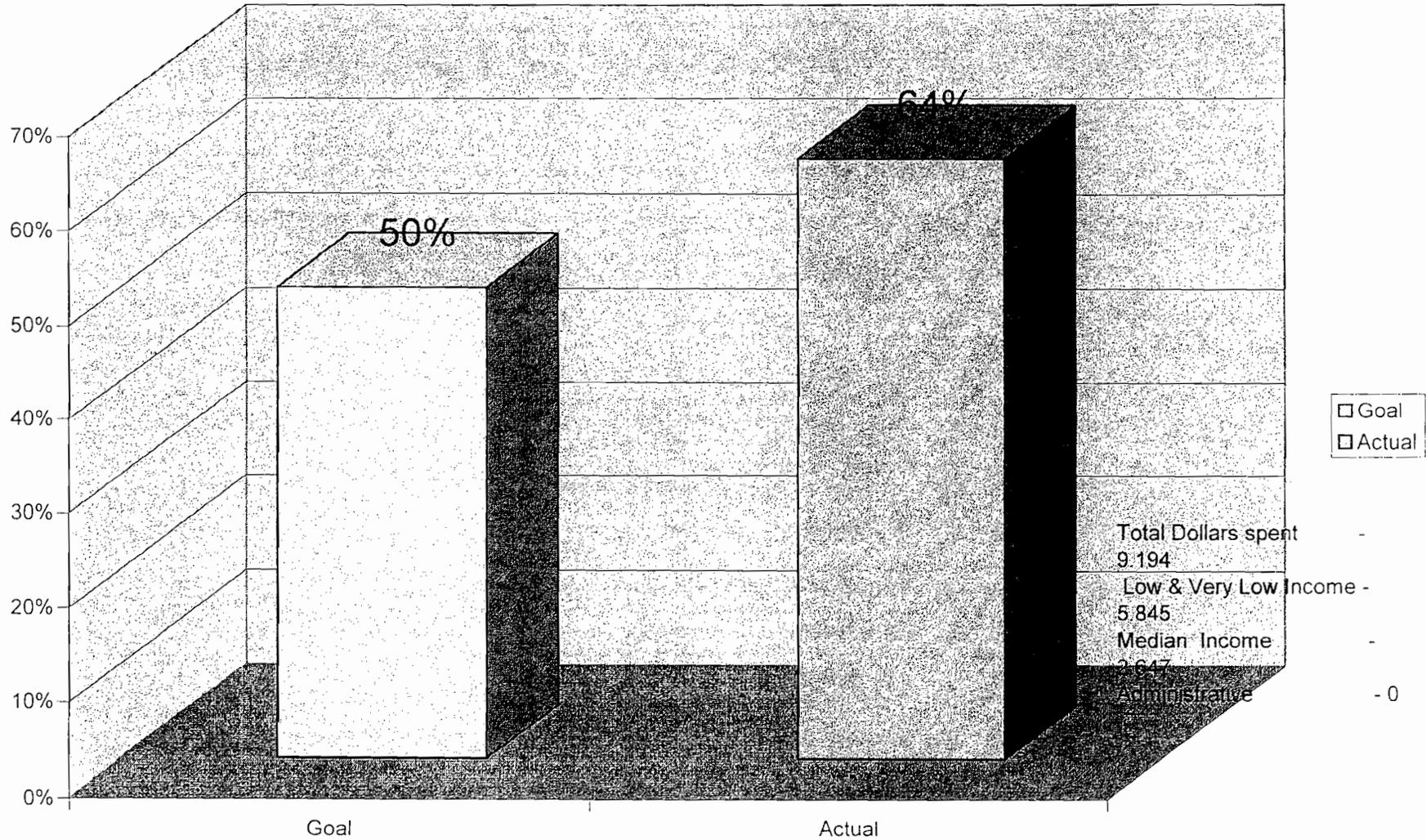
At-Risk Students Attendance in School July 1, 2006 Through June 30, 2007

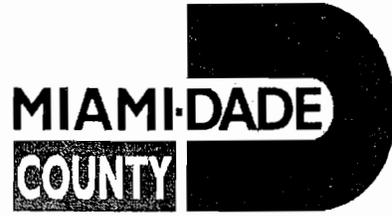


Teen Court
Program Results
July 1, 2006 Through June 30, 2007



**MMAP HOUSING ASSISTANCE PROGRAM
PERCENTAGE OF SURTAX REVENUE USED TO BENEFIT LOW INCOME FAMILIES**





SECTION 3
ACCOMPLISHMENTS FOR
PAST TWELVE MONTHS

ECONOMIC DEVELOPMENT PAST TWELVE MONTHS ACCOMPLISHMENTS

- South Dade Small Business Capitalization provided marketing, branding, how to write a business plan and other workshop throughout the day to over 150 businesses that attended the SDSBC.
- South Dade Small Business Capitalization had vendors that participated in displaying their products to over 150 businesses.

ECONOMIC DEVELOPMENT INITIATIVES

- In an effort to provide economic development information and technical assistance to individuals that are interest in starting a business and companies regarding expansion and retention, MMAP hosts monthly meetings and has partnered with the Entrepreneurial Institute at Florida Memorial University and The Miami-Dade Chamber of Commerce to impact our community.
- Through the past 2 years many people have benefited from their participation in one-on-one business consultation at the Institute, having the opportunity for business professionals to visit their neighborhoods in the Economic Development Mobile Unit and participating in a series of business empowerment seminars geared to learning about how to grow your business.

DEVELOPMENT INITIATIVES

In an effort to provide economic development information and technical assistance to individuals that are interested in starting a business and companies regarding expansion and retention, MMAP hosts monthly meetings and has partnered with the Entrepreneurial Institute at Florida Memorial University and The Miami-Dade Chamber of Commerce to impact our community.

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The following information provides an overview of achievements that MMAP has attained in our continued quest to assist the Black community in the development arena.

Overtown Community Development Committee

Dr. Phillip Mann, Director, Entrepreneurial Center met with a committee chaired by Kristopher Smith, City of Miami, and Overtown Service Center to discuss the Miami-Dade Empowerment Trust Office. The two entities agreed to provide assistance to businesses in the Overtown area.

Economic Development Mobile Unit Partnership

As a joint outreach provision, Entrepreneurial Institute at Florida Memorial University, MMAP and corporate partners are proud to continue the service provided through the MOBILE ECONOMIC DEVELOPMENT UNIT. The unit is an economic development mobile assistance office housed in a specially designed 48-foot tractor trailer. The mobile office is designed to deliver small business development resources and assistance to individuals in their neighborhood who want to start a business.

During FY 2004-05, the mobile unit was completed and outfitted with furniture, office supplies and all required handout materials necessary for clients. To advertise the program, 2,500 flyers were prepared and distributed. To arrange for the unit to visit neighborhoods in the North and South Dade community, meetings were scheduled with community leaders and agency representatives to coordinate site locations. In addition, press releases were prepared for neighborhood newspapers for mobile unit marketing.

The Mobile Economic Development Unit partnership with MMAP, Florida Memorial College and the Entrepreneurial Institute is the proud winner of a 2006 National Association of County Organization's (NAO) Award, prepared by MMAP staff.

Entrepreneurial Institute Seminars

Ten non-credit business seminars were held on the campus of Florida Memorial University April 19 and June 15, 2006. The seminars included Starting A Small Business, Preparing a Business Plan, Keeping Good Financial Records, Marketing Your Product or Service, Importing – international Business, Exporting – International Business, Using Computers In The Small Business, Managing For Greater Profits, and Understanding Credit. One hundred and sixty (160) people attended the seminars.

A resource book was developed on lending and credit that was distributed to MMAP staff, FMU faculty and staff and individuals that attended the mobile unit and seminars. A Metro-Miami Action Plan Trust funded program located on the campus of Florida Memorial University

MAN HOURS WORKED BASED ON 50 WEEKS PER YEAR

FISCAL YEAR OCTOBER 1, 2004 – SEPTEMBER 30, 2005

- | | | |
|--|--------------------------|-----------------------------|
| • DR PHILIP H. MANN
Director | 2,092 HOURS
ON CAMPUS | 320 HOURS
ON MOBILE UNIT |
| • ROSE MARIE MCCLUNG
Associate Director | 2,692 HOURS
ON CAMPUS | 320 HOURS
ON MOBILE UNIT |

FISCAL YEAR OCTOBER 1, 2005 – SEPTEMBER 8, 2005

NOTE: This is to date – not a complete month for September

- | | | |
|--|--------------------------|-----------------------------|
| • DR. PHILIP H. MANN
Director | 1,574 HOURS
ON CAMPUS | 632 HOURS
ON MOBILE UNIT |
| • ROSE MARIE MCCLUNG
Associate Director | 1,574 HOURS
ON CAMPUS | 632 HOURS
ON MOBILE UNIT |

Miami-Dade Chamber of Commerce Business Empowerment Network Series FY 2005 - 2006

Metro-Miami Action Plan Trust partnered with the Miami-Dade Chamber of Commerce to host several seminars entitled the "Business Empowerment Network Series". The goal of these seminars was to promote the building of economic wealth in the Black business community through various programs such as access to business capital, information clearing house and marketing tools. Through these initiatives, MMAP and the Chamber assisted the Black business community to realize its full potential. The following is a list of the seminars that were scheduled:

- Real Estate: The Game
- Access To Capital
- How To Write A Business Plan
- Marketing Your Company and Creating Your Own Brand

Companies and individuals that attended learned how to locate resources and opportunities; expand business procurement opportunities with corporate and government entities; develop marketing tools that assisted them in increasing sales; and helped to identify potential corporate mentors and partners.

320 People Attended the Seminars during FY 2005 – 2006

Collective Banking Group of Miami-Dade County and Vicinity

In an effort to capitalize on the economic power that churches have, over 50 ministers representing church congregations, community groups and

businesses have established the Collective Banking Group of Miami-Dade County and Vicinity (CBG).

This collaborative relationship between several financial institutions and other organizations is developed to lead the African-heritage community into economic empowerment that is self-sustaining for future generations. The participating banks include: CitiBank, Wachovia, One-United, Washington Mutual, Bank of America and Great Florida Bank.

MMAP Trust committed \$25,000.00 to join the CBG and help launch this initiative of county-wide representation which supports our mission. MMAP recognizes the connectivity CBG has to the community and wants to help provide advocacy to the constant theme illustrated over the years of finding ways to increase support of Black owned institutions and create partnerships with other Black owned enterprises. We believe the CBG will help these initiatives, create jobs and infuse economic redevelopment in Miami's urban corridors.

Member Churches

The CBG currently has 52 member churches, an increase of 49% since December 2005.

Those 52 member churches have approximately 48,000 congregants who are all considered members of the CBG.

Chapter Successes

In May, the CBG hosted a two-day conference sponsored by MMAP which included topics on: the CBG and its process for members, homeownership for first time homebuyers, credit and debt management, Bone Marrow and Blood Awareness Drive, college and workplace tips for youth; and small business success strategies to name a few. This was an ideal way for individual members to learn more about the CBG and what it has to offer. The CBG is also a vehicle for businesses that genuinely support its mission. Through a program called Strategic Partnership, businesses can apply and be approved as strategic partners of the organization. The impressive list of strategic partners includes: attorneys, CPAs, financial planners, banks and their representatives, residential developers, a web designer, photographer and publicist. All these partners can provide valuable services at reasonable costs to the wider membership of the CBG.

TECO Power Plant • Public-Private Partnership

Metro-Miami Action Plan (MMAP) Trust and Overtown Civic Partnership (OCP), under the administrative leadership of Miami-Dade County, formed a collaborative, whereby MMAP, assisted the OCP by providing \$50,000 for Florida International University (FIU) to conduct an assessment through their Engineering Division to research and provide documentation on the fiscal impact

the power plant might have for future development. Ideally, if the assessment is optimistic and Miami-Dade County (owner of the power plant) receives enough revenue from the power plant to meet debt payment and reserves then any surplus funds could be used for the development of attainable housing and other community ventures in Overtown. This agreement, would have long term benefits of providing residents currently living in Overtown the opportunity to remain and others a chance to return to the area.

International Trade

MMAP supported international trade initiatives as a way of ensuring Black business owners are linked to import countries to take advantage of trade opportunities. There were a few missions that sparked an interest to create business opportunities and provide additional revenue streams for Miami-Dade via international trade. Trips to South Africa, Trinidad, and Tobago County were fostered.

2006 -2007 HOUSING ACCOMPLISHMENTS

Homeownership Assistance Program

During 2006-2007, MMAP Homeownership Assistance Program (HAP) continued to facilitate a working partnership among the public sector, private sector, financial institutions and local community in creating new homeowners. MMAP created 802 low to moderate income homeowners resulting in a total of \$9,194,282 in MMAP HAP mortgages.

Parade of Homes Extravaganza

On June 16, and June 23, 2007 Metro-Miami Action Plan Trust Homeownership Program (MMAP HAP) in collaboration with the Miami Dade Affordable Housing Foundation and the Housing Finance Authority of Miami Dade County hosted the Parade of Homes Extravaganza. The Parade of Homes Extravaganza provided a forum for over 400 potential homebuyers to be matched up with affordable housing developers and realtors specializing in affordable housing.

Homeownership Lottery Initiative

Metro-Miami Action Plan Trust allocated \$1,310,025 in Documentary surtax dollars to increase the gap financing towards the purchase price and closing costs of affordable housing units for very low and low income homebuyers. MMAP HAP utilized a lottery process to offer 7 first time very low and low income homebuyers up to seventy five percent of the purchase price in the form of forgivable, zero percent interest, non- amortized, second mortgage.

Housing Development Initiative

- **The Mirage At Sailboat Cove**

In an effort to foster the development of affordable housing in Miami-Dade County, MMAP invested \$1 million in a new housing development project in the City of Opa-locka. The Mirage at Sailboat is a 171-unit gated town house residential community. It consists of approximately 40 acres with about 13 acres of upland suitable for construction. It spans from NW 17th Avenue to NW 19th Avenue between 143rd Street north to the Biscayne Canal (extension.) The proposed price range is from the high \$180,000 to the low \$200,000.

MARTIN LUTHER KING, JR. LEADERSHIP ACADEMY
AND TEEN COURT
PAST TWELVE MONTHS ACCOMPLISHMENTS

- MLK had 100% attendance for FCAT. We were the only alternative school to do that well.
- MLK received an "A" for the overall inspection of the school.
- MLK had a promotion rate of 97.5% for students going to the next grade for the 2006 – 2007 school years.
- MLK had an overall year round attendance average of 91%.
- Teen Court completed a Law Training Program for students at St. Thomas University Law School. More than sixty (60) high school students attended this required training to become student defense attorneys and prospecting attorneys for Teen Court. This training was in coordination with Carol City Senior High School law Magnet Program.
- Teen Court recidivism rate for 104 cases between March 1, 2006 through October 31, 2006 that was reviewed was 2%.



SECTION 4
ACCOMPLISHMENTS SINCE INCEPTION



Metro-Miami Action Plan Trust

1983 – 2003 HISTORY/ACCOMPLISHMENTS

Providing Part of the Solution

One of the most positive steps this community took after racial tensions erupted into riots during 1969, 1980 and 1982 was the creation of the Metro-Miami Action Plan (MMAP).

The Black population in Miami felt powerless and frustrated from the effects of racial isolation and exclusion. The vast majority of blacks regardless of economic status were not a part of the decision making process and had no control politically or economically over their *destiny*.

After realizing Dade County's criminal justice system had been a continual source of abrasion to the Black community and that tensions had not decreased since the mid-60's, the Dade County Community Relations Board made a request for the United States Commission on Civil Rights to conduct public hearings in Miami, Florida. The US Commission completed the report **Confronting Racial Isolation in Miami** in June 1982. The report examines the role of local, State and Federal governments, and the private sector in the development of racial isolation in Miami. The symptoms of that isolation include high unemployment and a lack of access to job training and advancement, lack of business opportunities and loans, adequate housing, the justice system, complaints of police brutality, the physical destruction of large portions of the black community by municipal government, and equal educational opportunity for the city's black population. The report concluded "without such a commitment, from the groups, individuals, and units of government to work together with the black community to bring about that community's participation in all aspects of growth and progress in Dade County, conditions will worsen isolation will increase and violence will recur".

MMAP is a government-sanctioned and funded agency, established by Metro-Dade County in 1983. It was a response to a racial crisis, and at the time of its creation, seemed to be the best answer available to stem the racial riot and community tensions that rocked Miami in the early 80's. A call to action was made by elected officials, local governments, Metro-Dade County, City of Miami, municipalities, Dade County Public Schools, colleges and universities, private sector organizations, public sector agencies, community leaders and grass-root citizens all came together to develop the community-wide institute (MMAP) designed to address and eradicate the disparities existing between the Black community and the Dade community-at-large. A tri-ethnic group of power brokers answered the call to action and the "MMAP process" to bring about systemic change for the black community began.

The "MMAP process" is a comprehensive agency purposely constituted with authority, governance, funding, staff and a far reaching scope to stimulate progress, confront injustices, create opportunities, raise funds, raise standards and when needed raise "a little hell" promoting a better quality of life for

the Black and poor citizens of Dade County. In 1983, the focus of MMAP began with four *action areas* of disparity that needed committee structure to implement a urgent plan: Education and training for jobs, economic development and employment, housing and sensitivity in the criminal justice system. In 1987, the Board also added attention to the areas of federal/state relations and health and human services. MMAP Action Committees serve as the vehicle for obtaining current community input or recommended actions about any program, project, event or recommendation that the community wants sponsored, funded, advocated, or initiated. Lead Authorities are establishments identified to either make the systemic change or implement the necessary plan to address the recommended action/community issue with a report at the annual conference. The annual conference

In January 1983, officials began public dialogue about the responsibility of local government for the problems that lingered in the Black community. In July 1983, MMAP hosted its first community conference with over 800 participants and negotiated 176 Recommended Actions. Twenty years later the conference has continued to attract a large and diverse population of participants each year and is the longest running event on local black issues. The conference provides an official forum to report on the recommended actions gathered by the Action Committees at the request of a citizen, group, or professional organization. Nationally recognized speakers, as well as local elected officials and businessperson, are selected to bring insight, provide cutting-edge information and motivate the 1,000 participants. Workshops at the conference continue to address hot topics gathered during the year.

The following is a snap shot of the recommended actions - programs or projects advocated, sponsored and/or funded at the community's request for immediate action once the MMAP process created by Metro-Dade County, City of Miami, colleges and universities, concerned citizens. The accomplished are listed in two phases in the form of Recommended Actions (RA's) from 1983-1990 and the remaining accomplishments were done when the agency became the MMAP Trust from 1991 – 2003. The accomplishments have appeared in many different formats – MMAP annual conference books, annual reports, correspondences to county and city officials about their budget, and varied other internal and external reports.

Recommended Actions 1983 – 1990

As noted earlier Recommended Actions (RA's) are

Criminal Justice Sensitivity

Focus: Criminal Justice Sensitivity Action Committee – The action committee's focus was the development of a plan that will promote dual sensitivity and respect between the criminal justice system and the black and poor communities and to work diligently towards the implementation of said plan.

1983-1990

- RA 24A Advocated to increase Black Jurors seated on Criminal and Civil Juries by changing the jury selection process
- RA 24B – Statistical data on composition of juries in criminal trials
- RA 25 – Review Peremptory Challenge and Jury Selection Process

- Juror Orientation Film shown to all jurors summoned for Jury Duty in both civil/criminal courts
- RA 33 – *Established Community Dispute Resolution Centers
- RA 33A – Re-established trend for foot patrols and interracial police teams in high density and/or high crime areas
- RA 33B – Established trend for police sub-stations in Black neighborhoods – Liberty City, Overtown, and Scott Projects – initiative expanded countywide
- RA 34 – Disseminated information to residents on functions of criminal justice system
- RA 48 – *Expanded Officer Friendly and Resource officer Program in all schools
- RA 50 – *Task force to monitor direct filing procedures against juveniles
- RA 50A – *Development of facilities and programs for serious juvenile offenders
- RA 69 - *Training programs for law enforcement personnel in cultural differences existing in the community they serve – see Criminal Justice Institute for Police Training
- RA 71 - Youth related activities sponsored by Law Enforcement Agencies
- RA 73 - Strengthened and expanded the Office of Professional Compliance and the Independent Review Panel – see Civilian Investigation Panel
- RA 78 - Expanded Victim/Witness Program that was offered

◀Habitual truancy

◀Conflict resolution and intercultural training

◀Direct Filing against juveniles

◀Facilities and program for serious juvenile offenders

◀Expanding the jury pool in certain cases

◀Increasing juror compensation

◀Conduct study on retention, hiring, promotion, and evaluation of all black law enforcement officers throughout the various municipalities.

*◀Develop a comprehensive system of delivery for substance abuse treatment programs for all residents of the community, which will include the media and criminal justice system

Economic Development

Focus: Economic Development Action Committee – The action committee's focus was principally aimed at designing an economic development plan for the black community and negotiating to acquire the resources and support necessary to implement the plan.

1983-1990

- RA 1 Monitored the Federal Community Reinvestment Act (CRA)
- RA 12 Tax Abatement and Enterprise Zones to attract business to low-income areas
- RA 13 Development of Industrial Parks
- RA 51 Increased Black participation in local government procurement Goals and Policies including certification
- RA 53 Advocated for exemption from performance Bond by Black Contractors
- RA 56 Published Black Business Industrial Directory
- RA 59 Contracts to Black Professionals
- RA 87 Included Black Businesses in Greater Miami Chamber's Procurement Goals
- RA 88 *International Markets/Black Business Trade Fairs – *discontinued due to funding*

- RA 91 *Community Development funds allocated for Economic Development
- RA 105 *Minority participation in Housing Production and Rehabilitation
- RA 238 Local initiatives support corporation activities - *discontinued due to funding*
- RA 239 *Comprehensive Commercial Revitalization Program in Black Neighborhoods – Greater Miami United and LISC - *discontinued due to funding*
- RA 240 Real Estate Ventures by Community Development Corporations –see West Perrine CDC
- RA 241 High Level decision maker for Industrial Park Development
- RA 242 Race Conscious Measures in Procurement Policies – Implementation of MBE Policy - *Outlawed*
- RA 243 Created Entrepreneurial Institute for Minority Business Training and Development
- RA 300D Rouse Company/Bayside Marketplace Limited Partnership
- RA 301A
- RA 307D *Greater Miami Chamber of Commerce surpassed its 15 million Black Business Procurement Goal for 1985 by purchasing \$16.1 million in goods, services, and construction contracts for Black-owned businesses
- RA 309D Hosted several Franchise Opportunity Fairs for business opportunities - *discontinued due to funding*

- ◀Provided financial, legislative, and/or technical support for the beautification of Poinciana Industrial Park and Opa Locka Industrial Park (New Century Development Corporation) – *status report*
- ◀Provided funding for the *Planned Process* to create **Tools for Change**
- ◀Advocated for the inclusion of Black owned business at Bayside Market Place
- ◀Partnership for the funding of the Black Resource Guide
- ◀Established South Dade Task Force to unite the residents of South Dade
- ◀Operation Cleanup Tour in West Perrine with State Attorney Janet Reno
- ◀West Perrine CDC began development of community after Operation Cleanup Tour
- ◀West Perrine CDC/MMAP partnership to establish several business ventures in the community
- ◀Established local Banking Consortium for banking sensitivity for business loans
- ◀Created Micro Loan Program for small businesses
- *◀Funded Franchise development center operated by Miami-Dade Chamber of Commerce - *discontinued due to funding*

Education

Focus – Education Action Committee – The action committee’s focus was the development of an alliance between Dade’s educational institutions, present and potential system supporters and MMAP, in an effort to affect changes needed to reduce disparities that exist between Dade’s Black and poor populations and the remainder of the community.

1983-1990

- RA 10 *Committee of MTA drivers to provide input on route scheduling and decisions
- RA 16 *College Bound “Education Express” bus transportation to serve South Dade residents and physically disabled students
- RA 19 *Assistance to teachers who have not passed the Teacher Certification Test
- RA 20 *Classes and workshops for Black students to prepare for standardized tests

- RA 22 *Expansion of the Gifted Program and programs for High Ability Students
- RA 39 *Education trouble-shooting officers in predominantly Black communities
- RA 41 *Parent Workshops and Parent Effectiveness Training in community locations
- RA 45 *Pilot Program in a Black Community School to provide a full-range of services
- RA 45A *Program for teachers, students, and parents to deal with conflict and reinforcement learning
- RA 46 *Program for Prevention, Diversion, and Delinquency Services for youth in Dade County
- RA 47 *Expand Edison Center Intervention Model and Positive Reinforcement Operation Model to School Systems Feeder Patterns of CAA target areas
- RA 63 *Black role models for students in all Dade County Public Schools
- RA 66 *Expand and Fund the Drop-out Prevention Program to increase Black Students Retention in Schools
- RA 67 *Expand the "Early Re-entry Program" for students expelled from school
- RA

- *◀Sixteen year track record with the creation of BOSS-FOR-A-DAY a Dade County Public School student/high level executive matching mentor program
- ◀Advocated for the construction of a new vocation education school in the Black community, which resulted in Turner Technical Vocational School
- *◀Tutorials and enrichment activities for students as part of the Early Intervention Program
- *◀Publication of the Black Speakers Booklet with the Office of Black Affairs, distributed to 110 public schools and public/private sector offices
- *◀Establishment of day care facilities for students at MDCC, UM, ST. Thomas, and FIU
- *◀Advocated for School Resource Officers
- *◀Created College Success Strategies a student preparation workshop for college bound students
- *◀Printed Three Editions of Parent Advocacy Handbooks and trained parents how to interact with the School system via the Parent Advocacy Workshops (PAW)
- *◀Increased the number of Black School Administrators/Teachers

Employment

Focus – Employment Action Committee The focus of the committee was to seek a public private sector partnership with MMAP in such a manner as to develop and insure implementation of a plan, which will result in jobs for unemployed Blacks and other minorities.

1983-1990

- RA 5 Local Government Affirmative Action Employment Goals initiative
- RA 7 Affirmative Action Goals for the Private Industry Council
- RA 11 Implement First Source Manpower Agreements written into Industrial Revenue Bonds
- RA 26 Hiring of additional Black professionals and technicians with the Clerk of the Courts
- RA 133 *Information "Hot Line" for Job Training Program
- RA 139A Private industry and a specified number of jobs for qualified Black residents
- RA 221 *Jobs Assistance Center in South Dade
- RA 222 *200 entry-level jobs in the Forensic Hospital
- RA 223 *Goal for Job Assistance Center to place 4,000 – 5,000 jobs

- RA 224 On-the-Job Training opportunities in Hotel and Retail Establishments
- RA 225 *Job Placement for Blacks in the Bayside Marketplace Development Project
- RA 226 New Criminal Justice Program to provide broad range of job related services
- RA 227 First Source Manpower Agreements

- ◀ Job placement program for Welfare mothers
- ◀ Commissioned report entitled “Barriers to Employment for AFDC Mothers” to break the trend of unemployable Black females
- ◀ Established High School and College Students Summer Jobs Programs – Partners for Youth
Created marine-related summer job placements involving the maritime industry
- ◀ Established language guidelines to provide guidance beyond that available by EEOC for use in the analysis of charges of employment discrimination involving language requirements.
- ◀ Facilitated the development of a professional organization comprised of public and private sector affirmative action directors

Governmental Affairs

Focus – Federal/State Legislative Action Committee – The focus of the committee was to generate the legal support and federal/state resources necessary to assist in the implementation of plans developed in other committees

1983-1990

- RA 22A Multiple Assessment Criteria used in the Gifted Program
- RA 84 Welfare Mothers Forum
- RA 85 Partial Benefits to AFDC Recipients
- RA 86 Remedies for AFDC recipients who fail to disclose employment
- RA 96 Increased funding for the Community Development Block Grant Program for
Rehabilitations
- RA 97 Advocate Documentary Surtax Housing Program
- RA 112 Funding for Public Housing, with emphasis on the needs of elderly poor children
- RA 113 Sources of State Revenue for affordable housing programs

- ◀ A team of MMAP board members and staff walked the halls of the capitol and met with aides, legislators, and cabinet members to create awareness about the agency. Hosted annual legislative reception in Tallahassee Capitol Building inviting legislators, cabinet members, and aides to work with MMAP legislative items. All were invited to a reception in the capitol to culminate the awareness campaign/trip.
- ◀ Establishment of a Youth Conservation Corp. to provide employment and training for Florida’s youth
- ◀ Establishment of a residential treatment facility in Liberty City for substance abusers with an allocation totaling \$250,000 from state legislature

Health and Human Services

Focus – Health and Human Services Task/Action Committee – Established in 1989, the primary focus of this committee was to address teenage pregnancy, infant mortality, AIDS in the Black Community,

rationing of health care, cost related to healthcare for the working poor, infant mortality and drug abuse prevention.

1987-1992

- First to address the AIDS epidemic in the late 80's
- Established "Black AIDS Network"
- Produced "Don't Even Try It" a video explaining the effects that substance abuse has on individuals
- Held forum "Healthcare: A community in Crisis" addressed the future rationing healthcare
- Assisted West Perrine CDC with the development of a medical center for residents in South Dade
- One Church One Child Program established a volunteer role Model Program for youth utilizing church members from all denominations as mentors.

Housing

Focus – Housing Action Committee – The focus of the committee was the development of a plan to improve housing conditions in poor and black neighborhoods and mobilizing the support necessary to implement said plan.

1983-1990

- RA 35 *Developed strong neighborhood organizations/associations to insure Housing Codes were enforced
- RA 99 *Targeted Code Enforcement Program
- RA 108 *Program to apprise Black tenants and homeowners of their rights and obligations.
- RA 110 *Partnership of Federal, State, and local governments to coordinate funding efforts for affordable housing units
- RA 116 *Established programs for Acquisition, Owner-Built Housing, and Housing Rehabilitation.
- RA 200 *Activities related to the Overtown Redevelopment Project
- RA 201 *Enforcement of Dade County Law against Housing Discrimination
- RA 202 *Sources of funding, land, etc., to facilitate the building of low and moderate housing
- RA 203 *Private Foundations involved in housing for low-income families
- RA 246 *Code Enforcement activities in South Dade
- RA 247 *Expand Documentary Surtax Housing Program to South Dade area
- RA 248 *South Dade Representative appointed to the Documentary Stamp Advisory Board

◀Established Documentary stamp tax use for affordable housing sponsored in the State Legislature by then Senator Carrie P. Meek

◀Established housing Code Enforcement Task Force to identify and fine property owners not in compliance

Accomplishments of the MMAP Trust 1990–2003

To create an environment of self-sufficiency, Metro-Miami Action Plan Trust adopted a plan to become a Public Trust. At Public Hearing on February 18, 1992, the Board of County Commissioners passed and adopted Ordinance 92-12 giving the MMAP Board the authority to operate as a Trust.

MMAP is a Public Trust composed of twenty-one (21) voting members. The MMAP Board Trust, reports directly to the Miami-Dade Board of County Commissioners. The Trust continues to represent the ethnic make-up of the community, who volunteer their time money and resources. MMAP Board Members represent the Trust as chairpersons and co-chairs of the action committees. The remaining MMAP members and other volunteers that have expertise in a particular action area are encouraged to join in on the action committee process.

Due to budget cuts, staff reduction, and the dwindling participation from the power structure that once fueled the "MMAP Process" the agency had to lay the groundwork for its survival into and beyond the millennium. The focus, with a new ordinance in place, was to decide if it would be feasible to become autonomous from Dade county government. It was agreed that several things needed to take place: create a fundraising mechanism – by hiring well-known grant writers within the procedures of Miami-Dade County to create a new revenue stream, secure dedicated source(s) of funding and create a foundation to have a place to house any new revenue streams that were secured.

In 1994, after many rounds of public and private sector competition, the Metro-Dade County Commission approved the collection for two out of three funding sources the MMAP Trust was seeking for recurring funding. These dedicated revenue streams rendered eight percent from the Documentary Surtax Stamp for housing (in hindsight by implementing the initiative MMAP should have been grand fathered into that stream) and eight percent from the Occupational License Tax for economic development.

Criminal Justice Sensitivity

1990 - 2003

- ▶ Established Kingian Nonviolence Conflict Resolution Training for law enforcement officers,
 - ▶ Developed legislation for the creation of the statewide Florida Dr. Martin Luther King, Jr. Nonviolence Institute, based on the philosophy of the late Florida Dr. Martin Luther King, Jr.
 - ▶ Workshops with national speakers on Community Oriented Policing
 - ▶ Kingian Nonviolence Freedom Ride Educational Tour – Law Enforcement Officers, citizens, students, on way to King Center
 - ▶ Visits to Martin Luther King Center for Nonviolence, Atlanta, GA
- NAB

Economic Development

1990 - 2003

- ▶ MOSS PLAN – charge to open several Black Businesses in the South Dade due to the devastation by Hurricane Andrew- *see*
- ▶ The first Black-owned Denny's Restaurant within the Southeastern United States through the Moss Plan
- ▶ Assisted with funding for the opening of the second Denny's, by the same owner, in the proposed City Miami Gardens across from Pro Player Stadium
- ▶ Established and funded the North Dade Community Development Federal Credit Union in North Dade

- ▶ Assisted with the development of the Little Haiti Community Credit Union
- ▶ Black Entrepreneur Television Series and Survival Kit - *discontinued due to funding*
- ▶ Annual Summer High School Entrepreneurial Programs
- ▶ Assisted with the development and secured partial funding for the Richmond Heights Community Shopping Plaza

Education

1990 – 2003

- ▶ The Comer Process

Employment

1990 - 2003

- ▶ Assisted in securing a grant to develop and implement a pilot project to place AFDC recipients in traditional and non-traditional careers, which enable them to secure and maintain self-sufficiency.

Governmental Affairs

1990 – 2003

- ▶ Hired a governmental consultant to assistance with MMAP legislative items/projects that may have state appropriations earmarked or for advocating on behalf of the agency in Tallahassee.

Health and Human Services

1990 - 2003

Housing

1990 - 2003

- ▶ Hosted annual picnic with Community Development Corporations at Tropical Park
- ▶ Co-Hosted FANNIE MAE/ MMAP Housing Fair
- ▶ Assisted West Perrine CDC with financing of their affordable Housing Opportunity Center project
- ▶ Provide funding for H.O.P.E. investigated housing discrimination complaints and filed suit when injustices occurred
- ▶ Established MMAP Homeowner Assistance Program (HAP) providing down payment assistance for first time low-income homebuyers via MMAP's 8% of the Documentary Surtax dedicated source of funding

Other Accomplishments

- Received numerous awards and accommodations regarding the effectiveness of the agency and its outreach programs
- Conducted meetings with local media executives in an effort to change negative coverage of the Black community
- Advocated for responsible media coverage and reporting of event regarding the Lozano Trial and the Black Community

MMAP wants to continue creating community milestones throughout Miami-Dade County. In the past, MMAP helped bring to fruition the first Black-owned Denny's Restaurant within the Southeastern United States through the Moss Plan and currently assisting with creation to the second Denny's in Miami Gardens; established the North Dade Community Development Federal Credit Union; created The Tampa Plan; and implemented numerous notable community programs and special projects. With such a track record, the organization is confident that the new direction will only build upon the success of the past and make even more viable contributions to the mobility of underserved communities.



SECTION 5
ANTICIPATED FUTURE ACCOMPLISHMENTS

ECONOMIC DEVELOPMENT FUTURE GOALS

Economic Development future goals as it relates to business attraction, expansion and retention.

- To identify the business relocation, expansion or for the retained businesses provide business attraction;
- To create new employment by increasing business attraction;
- To provide a full range of technical assistance to include but not limited to marketing and promotion provided by the Florida Memorial University Entrepreneurial Institute; and
- Provide technical assistance to Black owned small business
- Address low business development for Black businesses
- Addressing high unemployment and underemployment
- Address financial resources by collaborating with banking institution to assist Black businesses;

Address the lack of business attraction and retention in Miami-Dade County, MMAP will collaborate with several Municipalities including:

- Miami Gardens
- Opa-Locka
- North Miami
- City of Miami
- Florida City
- Homestead

How is MMAP addressing the problems?

- Working with current municipalities and agencies to voice problem and issues facing the community at-large
- Work in collaboration with South Florida Workforce to establish a small employment and training facility in the black districts
- Work in collaboration with Miami Dade Housing Foundation, GSA Infill Housing, and others to promote and market ways to get the black community informed about ways and strategies on how to purchase your own home or locate affordable rental
- Work in collaboration with FMU Economic Development Mobile Unit to develop some strategies on business marketing and promotional as well as other resources which FMU already provide to the black districts
- Work in collaboration with Dade County Public Schools and other education organization to address the education attainment

Issues, Challenges and Opportunities

Key Issues

- Providing technical assistance to Black owned small business
- Addressing low business development for Black businesses
- Addressing high unemployment and underemployment
- Rising cost of housing
- Inadequate financial resources
- Educational Attainment

Challenges and Opportunities

- Disparities in Miami Dade County Black communities
- Decrease in labor force by Blacks
- Black unemployment rate has increased from 1990 from 4.9% to 9.4% in 2005
- Access to capital - Miami Dade County is losing professional Blacks when it comes to target the private sector
- Access to available affordable or workforce housing
- Expansion of networking opportunities for Black entrepreneurs
- Promoting program such as South Dade's Small Business Capitalization
- Collaborate with municipalities, banking, private, and public sector entities to address the recommendations

HOUSING FUTURE GOALS

Scope of services that will be provided through the MMAP Housing Program will be consistent with the yet to be released FIU Disparities Study.

MMAP HAP is designed to address the need of low/moderate income families in Miami-Dade County by providing down payment and closing costs assistance to purchase their first home. It serves as a primary channel of advocacy through which financial assistance flows to assist in purchasing a home.

- Housing Surtax funds will be focused on 50% Homebuyer in loans to very low to low income homebuyers
- Focus 25% housing initiatives for workforce housing to address public educators who commit to teach in zone schools for 5-year period
 - Raise test scores
 - Grade point average in failing schools
 - Address housing initiatives to recruit best talent
 - Continue partnership with Dade County Public Schools
- Goal is to host three (3) Housing Fairs next year
- Goal is to host one (1) Educator Housing Fair in failing school (partnership Dade County Public Schools)
 1. Housing Fairs focus is on the following:
 - Affordable Housing
 - Workforce Housing
 - Fair Housing

ANTICIPATED FUTURE ACCOMPLISHMENTS OF MLK AND TEEN COURT

One of the most pressing concerns in the Black Community is the educational system. Since its inception MMAP, has been at the forefront of addressing the need to improve our schools and to bridge the gap by instituting programmatic functions that meet the needs of our youth. Through MMAP's diversionary Teen Court program and MLK alternative school, the Trust has solidified its presence as a viable and productive alternative to other mainstream programs.

Teen Court

The purpose of Teen Court is to provide an alternative sanctioning program for youthful offenders who agree to allow their peers instead of the juvenile justice system to determine sentencing. Through the youth's participation, the program helps decrease juvenile delinquency by interrupting the beginning stages of criminal behavior.

Teen Court Anticipated Future Accomplishments include:

- Teen Court will be utilizing the Psychological Service Program to address individual group and family needs.
- Teen Court will be requiring all participants and volunteers to take a training course in basic civic. This will teach them how our different branches of the government works and how they are dependent on one another.
- Teen Court will be requiring all participants and volunteers to take a training course in Money and Banking. This will teach them how to establish credit, how to maintain good credit, how the stock market work. Also to understand the power of giving, investing, saving, earning and being the boss.

MLK Leadership Academy

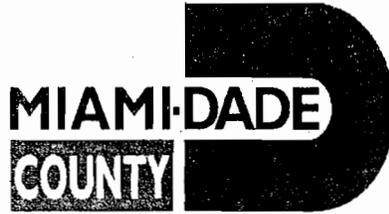
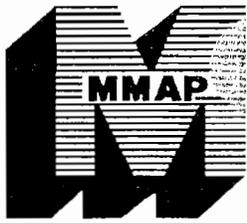
Upon opening its doors in 1995, the MLK Leadership Academy has made its mission to provide a fostering, social and academic environment for inner-city youth through an alternative school that is an "extended home" for many youths who find it difficult to flourish in a traditional classroom setting. The Academy's educational approach encompasses basic academic courses infused with nonviolence mythology of the civil rights leader, Rev. Dr. Martin Luther King.

The Students enjoy diverse culture peer interaction, staff-student mentoring, conflict management, judicial and entrepreneurial training and several other of the like by activities throughout the school year. Students has increased their grade point averages, decreased behavior issues and decreased drop-out rate. As a result, the students experience positive changes in their social and

academic development and are able to flourish once they return to a traditional classroom setting.

MLK Academy Anticipated Future Accomplishments include:

- Providing Psychological Services to students of MLK Academy.
- Money and Banking training seminars for Teen Court clients and students of MLK Academy.
- MLK Academy Civics Course.
- For MLK Academy to have 100% attendance for FCAT.
- MLK will identify funding sources to reduce the school overhead.
- MLK will work to improve the FCAT reading and math scores.
- For MLK Academy to receive an "A" for the overall inspection of the school.
- For MLK to have a promotion rate of 98.5% for students going to the next grade for the 2007 – 2008 school years.
- To achieve 94% overall year round attendance for MLK academy.
- To continue to train Teen Court participants in completing a Law Training Program for students at St. Thomas University Law School. Last year, More than sixty (60) high school students attended this required training to become student defense attorneys and prospecting attorneys for Teen Court. This training will be in coordination with Carol City Senior High School law Magnet Program.



SECTION 6
ADDITIONAL COMMENTS

METRO-MIAMI ACTION PLAN TRUST

PROJECTED ANNUAL COST FOR EXECUTIVE AND BOARD COMMITTEE MEETINGS

PERSONNEL COST

POSITION	HOURLY TIME PER MONTH						HOURLY RATE	COST
	Documents Preparation	Preparation Meetings	Exec. Comm. Meeting	Board Meeting	Post Meetings	TOTAL HOURS		
Executive Director	9	1.5	2	2	1.5	16	\$62	\$992
Deputy Director	5	1.5	2	2	1.5	12	\$46	\$552
Director Executive Assistant	2	1.5	2	2	1.5	9	\$26	\$234
Housing Director	2	1.5	2	2	1.5	9	\$42	\$378
Housing Staff	2					2	\$27	\$54
Housing Marketing	6	1.5	2	2	1.5	13	\$27	\$351
Social Justice Director	4	1.5	2	2	1.5	11	\$29	\$319
Social Justice Staff	4	1.5	2	2	1.5	11	\$27	\$297
Fiscal Manager	3	1.5	2	2	1.5	10	\$37	\$370
Contract Officer	14	1.5	2	2	1.5	21	\$33	\$693
Quality Assurance Officer	5	1.5	2	2	1.5	12	\$35	\$420
Information Officer	6	1.5	2	2	1.5	13	\$34	\$442
Clerical Staff	4					4	\$14	\$56
TOTAL:						143		\$5,158

	SALARIES	FRINGES (*)	TOTAL
TOTAL PERSONNEL COST	\$5,158	\$1,547.40	\$6,705

* Fringes equal to 30% of the salaries

FOOD	\$300
PARKING	\$10
OFFICE SUPPLIES	\$10
TOTAL COST PER MONTHLY MEETING	<u>\$7,026</u>

ANNUAL COST (11 BOARD MEETINGS PER YEAR) \$77,281.60

RECEIVED
By the Clerk for the record.

JUL 18 2007

Item 101
Exhibit 2
Meeting EDMSC

IN THE CIRCUIT COURT OF THE ELEVENTH JUDICIAL CIRCUIT
OF FLORIDA IN AND FOR THE COUNTY OF DADE

SPRING TERM A. D. 1984

FINAL REPORT OF THE GRAND JURY

FILED

FEBRUARY 6, 1985

Circuit Judge Presiding

Chief Judge

GERALD T. WETHERINGTON

Officers and Members of the Grand Jury

MILTON D. VICKERS, Foreperson

WALTER PALEVODA, Vice Foreperson

MARIANNE ROMANO, Clerk

CAROLYN WITTENBERG, Assistant Clerk

RICHARD W. PATCHETT, Treasurer

OLDRICH J. BALIK

WILLIAM D. BORRIES

BEATRICE BRADSHAW

ALBERT CIANCIOSI

HELEN COLIN

WILLIAM L. LIGON

HOWARD MANNING

JUNE A. MONCUR

JOHN H. SHERMAN

ADRIANNE D. STOKELING

ISAAC WEIS

CECILIA WITKIN

JUDY A. YOUNG

State Attorney

JANET RENO

Chief Assistant State Attorney
for Administration

THOMAS K. PETERSEN

Assistant State Attorneys

GERTRUDE NOVICKI

RUSS KILLINGER

Clerk of the Circuit Court

RICHARD P. BRINKER

Administrative Assistant

MADELINE CAMP

Official Court Reporting

NATIONAL REPORTING SERVICE

Bailiff

ROB KOEPPPEL

I N D E X

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COMMISSIONER JOSEPH CAROLLO

Pursuant to the provisions of Florida Statutes Section 905.28, publication of the Dade County Grand Jury Report on Commissioner Joseph Carollo will be withheld until a later date.

MINORITY ENTERPRISE DEVELOPMENT

I. MINORITY ENTERPRISE DEVELOPMENT IN FLORIDA AND IN DADE COUNTY

In December of 1984, the Initial Report of the Governor's Advisory Council on Minority Business Development was published. The Advisory Council's Report, as we shall indicate later in our Report, is an extremely thorough and important document which contains findings and recommendations that are of critical importance to the State of Florida and to the County of Dade. The Report opens as follows:

It is time for the State of Florida candidly to recognize the dimensions of the problems of race. The available statistical data confirms the obvious: society has not eradicated the vestiges of centuries of legally authorized racial discrimination. The Council urges that the Governor and the Legislature make a forthright, unapologetic statement that the time has come to marshal the authority and resources of the State of Florida to eliminate the socially crippling, morally unjust, and economically demeaning disparities between blacks and other Floridians...

This report reflects the Council's belief that government-backed efforts to diversify the ethnic composition of America's free enterprise system and, far more thoroughly and dramatically than a plethora of expensive social programs, improve race relations and treat the lingering symptoms of past deprivation...

The Council comprehends that Hispanics, other ethnic minority groups and women, also the subjects of invidious discrimination, have been inspired by the Civil Rights Movement to view their plights by analogy to the black experience. The Council recognizes the legitimacy of these aspirations and has suggested that women and minorities other than blacks be eligible for most of the programs proposed. Nevertheless, it is essential at this historical juncture that Florida's minority enterprise strategy place top priority on advancing the economic status of blacks. Agencies should be cautioned that successes in aiding non-minority females and minorities other than blacks do not substitute for achievement of the goal of increasing black participation.

To illustrate the low level of economic activity of Black-owned businesses, even as compared to other minorities, the Report points out that in 1984 the nearly 20,000 Hispanic-owned companies in the Miami area would do in excess of \$7.5 billion worth of business, while the approximately 600 Black businesses were expected to produce only \$25 million in goods and services. And, to further illustrate the embryonic state of Black business development in Miami, it should be added that five out of every six of the approximately 600 black businesses had no paid employees.

The evidence is clear, compelling and alarming. It fills the pages of consultant reports and of judicial opinions. The widely respected Economic Adjustment Plan for the Civil Disturbance Areas of the City of Miami and Dade County (the "Janus Report") prepared by Janus Associates includes the following:

The Black community presently lacks the tools of development necessary for economic growth and the confidence that economic progress can occur. There are few capital instruments in and for the Black community and few strong, experienced and well-supported Black economic and business development organizations. Entrepreneurial development is minimal, and there are few models of business success to inspire and provide examples for potential businesspersons...

Against the background of a thriving, growing regional economy, the economic and demographic profile of the Black community of Dade County projects a contrasting picture. Alone among the three major population groups, Blacks have not participated equitably in this general prosperity or in the major growth sectors, in terms of either jobs or business development...

Janus' assessment is that the Black community of Miami remains frustrated and explosively volatile, and that only a sustained, all-out effort to remove the disparities that separate Blacks from the rest of the community will reverse this deeply entrenched mood.

The Honorable James Kehoe, United States District Court Judge for the Southern District of Florida, wrote the following in his opinion dealing with the constitutionality of Dade County's set-aside ordinance:

After reviewing all of the evidence presented in the various reports and studies introduced into evidence, the Court expressly finds that the economic condition of the Black community in Dade County is serious. The county manager's description that a state of public exigency exists in Dade County is not unfounded.

In the pages that follow we will discuss terms such as "set-asides," "enterprise zones" and "CDCs." These terms are foreign to all but a few. It is tempting to disregard reports which use such terminology and to leave these matters to economists and financiers. Yet to do so is to disregard realities which affect us all: the state of Black economic development in our community is best described as a wasteland upon which past vitalization efforts -- the term "revitalization" seems totally inappropriate -- have made but a small impact. Those of us most affected, of course, reside in the inner-city. Poverty, unemployment, dependence upon inadequate welfare support, family disintegration and academic failure and frustration are the burdens borne disproportionately by residents of Liberty City, Overtown, Black Coconut Grove and those other enclaves of inequity. Outside of these enclaves, the remainder of Dade County will continue to bear the burden of unacceptable crime rates and the costs of social services. We, unless we address issues related to Black inner-city vitalization, will all bear the responsibility for a de facto segregated society in which equality of opportunity is the myth and inequality the reality.

If we are to become bored and apathetic with regard to the economic jargon associated with the drab-sounding topic of inner-city economic development, we should be prepared to pay a heavy price for our apathy.

II. BLACK ECONOMIC VITALIZATION: THE PUBLIC SECTOR

As might be expected, the Black economic vitalization process consists of a combination of federal, state and local action (or, all too often, inaction). The principal initiatives are as follows:

(1) Federal: It should come as no surprise that the federal commitment to the goal of Black economic vitalization has dwindled to the point of atrophy. The Community Development (CD) Block Grant Program in 1974 consolidated the federal urban renewal, neighborhood facilities, open spaces, basic water and sewer facilities and Model Cities programs. The Community Development Program's objective was to allocate federal assistance to the state and local governments in the form of block grants, thus placing the decision making power with respect to how these monies were to be spent at the local level. Since the program's inception, Dade County's allocation of community funds has declined considerably. In 1975 the County received \$22.5 million. The 1984 entitlement allocation is \$16.6 million. The CD Program is administered, by all accounts quite capably, by the Metro-Dade Community and Economic Development Department.

The 1984 CD plan allocated four million dollars (20%) to economic development, with the remainder going to housing, capital improvements, public services and administration.

The Reagan administration's proposed 1985-1986 budget cuts, which would eliminate most venture capital programs which exist within the federal government, such as the Small Business Administration, and severely curtail the Community Development block grants, indicates an intent on the part of the Administration to abdicate any responsibility in the area of minority economic development.

The viability of CD monies as a means toward Black economic vitalization is compromised not only by the reductions in funding, but also by the fact that much of the available funds have been spent, within the Black community, to bring the community infrastructure (sewers, streets, sidewalks, etc.) to acceptable levels, which levels have previously already existed in the non-Black community. This fact, in turn, lowers the visibility of community progress attributable to CD funds within the Black community.

In addition to Community Development block grants, a second major federal strategy for vitalization involves the creation of so-called Enterprise Zones. The underlying concept of enterprise zones, according to the federal description is "to create an environment conducive to economic revitalization and job creation in distressed areas through relief from taxes, regulations and other governmental burdens, improving municipal services and infrastructure and involving private entities and neighborhood organizations. Because the program is based on the concept of removing government burdens rather than providing government subsidies, it requires no federal appropriations. Local and state governments are to nominate areas for Federal Enterprise Zone designation. Within designated Zones the Federal government will offer major tax incentives and regulatory relief to stimulate job creation, business growth, and physical revitalization." The incentives would include eliminating capital gains taxes on investments within zones, investment tax credits, and employer tax credits for hiring disadvantaged workers.

Congress has not yet enacted the federal legislation which would implement this concept. However, Florida is one of approximately twenty states which have adopted enterprise zones legislation. Statewide more than one hundred enterprise zones have been created, with twenty-one of them in Dade County. The objective in Dade is to increase minority employment through the development of electronic

assembly, garment industry expansion and service firms. It is probably premature to attempt to assess the experiment's achievements.

The approach, we note, is passive. The concept will probably not result in the opening of new or relocated businesses in areas of the inner-city which do not present viable markets. The concept, however, may assist businesses already located in the inner-city to survive or expand. However, a significant setback to the concept occurred when Dade County failed to gain approval for a local property tax abatement referendum for industrial development in low income areas.

(2) State: The State of Florida's commitment to inner-city vitalization has been at best half-hearted and erratic. In 1980 the Legislature reacted to the Dade County Civil disturbances by creating a Revitalization Board to which it never appropriated a sufficient budget, thus assuring that effort's failure once its funding was completely eliminated in 1982. The Legislature also, however, did create a number of community-based Community Development Corporations which have received annual appropriations.

The CDCs were each created with identical annual budgets of \$100,000. Miami Capital Development and the Economic Development Corporation of Dade County (EDCO) were CDCs created to make venture capital loans. The fact that both of these entities have had their records seized by government investigators, and that their achievements have been of questionable benefit to Black entrepreneurs, is particularly unfortunate.

A major means by which units of government may promote minority economic development, as well as a major means by which they may demonstrate a commitment to that process, is by maximizing minority participation in contracts awarded to minorities for commodities, professional services and construction. The performance of Florida state agencies, as assessed by the already

mentioned Governor's Advisory Council on Minority Enterprise Development, has been dismal:

In light of the laws and resolutions encouraging agencies to increase minority participation in procurement programs, the absence of readily available, accurate information about agency performance is remarkable and troubling. If the agencies have not previously measured their performances, there are sound reasons to fear that they still have not committed themselves to achieving the goals articulated by the Legislature, the Governor, and the Cabinet.

Recently generated data reveal that state agencies have made little progress toward the goal of increasing the number and value of contracts awarded to minorities for commodities, professional services, and construction. In the area of affirmative action, organizations criticized for deficient performances regularly respond by attacking the accuracy of the data relied upon by the critics. Although one might expect some debate about the details of the data cited below, the overall picture is sufficiently clear to substantiate the Council's finding that minorities remain minimally involved in state procurement programs even though the formal barriers to minority participation were lowered with the enactment of Civil Rights Legislation two decades ago.

To illustrate the paucity of contracts awarded by the State to minority businesses, consider for example the startling fact that for the quarter ending September 30, 1984, state agencies made less than one percent of total purchases from minority enterprises. And only one-quarter of that one percent were to Black minority enterprises.

(3) Dade County: Dade County government, we expressly find, is demonstrating a commendable and visible commitment to Black economic vitalization.

This commitment is nowhere more clearly demonstrated than in the so-called "Set-aside Ordinance" enacted by the County Commission in 1982. This ordinance was held to be constitutional by the federal courts in 1984. A "Set-aside" is defined as the designation of a given contract for competition solely among Black

contractors. The ordinance provides that set-asides shall be considered in those contracts wherein at least three certified Black prime contractors with the capabilities consistent with the contract requirements exist. This "set-aside" may be coupled with a goal of 50% of the dollar value of the contract work being allocated to Black subcontractors. The "Set-aside" Ordinance, we strongly believe, represents a major step forward and a model for other communities as well as for the State of Florida.

Dade County and the City of Miami, whose Overtown-Park West Redevelopment Project in Overtown is particularly ambitious and commendable, appear to us to be making progress in the attempt to enhance Black economic vitalization. Unfortunately, their efforts are hindered by the uncoordinated nature of public and private initiatives toward that objective. Not only are the initiatives lacking even the most basic coordination, but the philosophies of the various efforts are often incompatible or inconsistent. Basic strategic questions remain unaddressed or unresolved: it has long been an assumption, for example, that the Black inner-city should provide the sites for Black business development and Chambers of Commerce have historically aimed their limited efforts in that direction. The question, quite appropriately, arises as to whether that sort of initiative in fact compounds the problem of the lack of Black entrepreneurs by limiting their markets to areas in which sufficient buying power is simply non-existent, which is a flaw implicit in the enterprise zone concept, as mentioned above. And by premising vitalization efforts upon the assumption that Black businesses shall be restricted to Black communities, are we not at the same time dooming these ventures to uncertainty and failure and perpetuating a segregated society, to say nothing of satisfying the possibly selfish motives of those entrepreneurs outside the inner-city who wish to restrict competition within their own spheres of activity?

It is basic that businesses can only thrive when and where markets exist, and that markets exist where the more affluent consumers reside and do business. Yet it appears that, all too often, this seemingly elementary consideration is overlooked with eventual unfortunate consequences.

There are many such philosophical areas in which it appears to us that there has been little consideration given to the reaching of a consensus on objectives, another being whether the goal of vitalization should be the creation of new Black businesses or rather the expansion of already existing small entrepreneurs. Obviously we need both, and an acceptable vitalization plan should address in a coherent fashion each of these priorities.

A model for a coordinated economic development effort is provided by our Downtown Development Authority. Our Black vitalization effort should and must identify one entity to provide that coordination and unification. As we will suggest below, the Metro-Miami Action Plan seems to provide the ideal forum to provide that initiative

III. THE PRIVATE SECTOR AND THE COMMUNITY

The Greater Miami Chamber of Commerce has taken positive steps in the vitalization effort in the aftermath of the 1980 disturbance. Specifically it has generated in excess of two million dollars in seed capital funds, and loans to fifteen entrepreneurs have been made totalling \$800,000. This effort has been coordinated by the Business Assistance Center, which is criticized by some for using the same loan standards as private commercial banks.

Yet limited access to capital continues to provide the primary obstacle to Black business development or expansion. Public or quasi-public entities such as the Business Assistance Center, Miami Capital Development and DEEDCO, are attempts to meet

this overriding need. These efforts have been consistently criticized for using overly conservative loan policies which fail to differentiate them from private financial institutions. If true, this conservatism would deny the potential Black entrepreneur the risk venture capital that must be available if we are to create viable and successful Black entrepreneurs. Yet, irrespective of the lending policies of quasi-public agencies, the sad reality is that the private financial sector, with a few notable exceptions, has not only failed to assist in the vitalization effort, but has in fact represented an impediment to that effort.

The development of a Black entrepreneurial class in Dade County is of vital importance and represents an absolutely essential prerequisite to the solution of the interrelated problems of poverty, crime, inadequate education and family disintegration which plague our inner cities and which detract from the quality of life of our entire community. The private financial sector must acknowledge its moral obligation to provide venture capital, and risk venture capital, to the vitalization effort. And the obligation need not be merely moral. Potential Black entrepreneurs have historically been denied venture capital loans based upon lack of collateral and lack of business experience. Yet financial institutions must recognize that a market exists within the Black community and that the Black consumer represents an extremely viable entity which can best be captured by the Black entrepreneur.

The City of Atlanta, as a prerequisite for the deposit of City Funds in private financial institutions, requires that those institutions demonstrate a record of proportionate loans to Black entrepreneurs. We feel strongly that the same practice should be instituted by Dade County and the City of Miami, as well as all other of Dade's municipalities.

An additional imperative relates to crime and law enforcement. It is absolutely unrealistic to expect economic development in a neighborhood replete with crime, prostitution and overt drug transactions. To open a business in such an environment is to ensure failure. A Black business development effort cannot be undertaken without a simultaneous community wide attack upon those intolerable circumstances which deter law-abiding residents from walking the streets, let alone shopping at an enterprise upon those streets. We applaud City of Miami Police Chief Clarence Dickson for his new attack upon street drug dealers.

IV. FINDINGS AND RECOMMENDATIONS

(1) We fully agree with the statement of the County Manager that the condition of Black economic development in Dade County is in a state of public exigency. We have already found the evidence to be clear, compelling and alarming. The federal government has done little or nothing to alleviate this situation and its present commitment to severely curtail social programs without the existence of, or basis for the creation of, a Black entrepreneurial class appears to insure the perpetuation of poverty and inequality in our community, as well as nationally.

(2) The Janus and Associates Report, mentioned previously, made a series of important recommendations in its Economic Adjustment Plan. The first of these recommendations was for the creation of a single coordinating authority for the implementation of an overall economic development strategy. Janus recommended that the state-created Community Revitalization Board assume that role. High hopes for the Revitalization Board were also implicit in the initial MMAP Report which, in 1982, recommended that the Greater Miami Chamber of Commerce purchase ten million dollars worth of goods from Black vendors each year and further recommended that this undertaking be monitored by the Revitalization Board. The

Board, a victim of the State Legislature's failure to fund it (in the face of the Governor's recommendation for adequate funding), is now defunct. Our firm finding, and our strong recommendation, is that one clearly identified coordinating agency be identified to oversee and administer the entire vitalization effort and to issue regular reports as to progress and problems. The Office of the Metro-Miami Action Plan should be that entity and the County and City of Miami should agree to invest them with that authority.

(3) The 1984 Metro-Miami Action Plan, in its economic development section, contains twenty-four "short-term," twelve "intermediate term," and four "long-term" recommendations. It appears that while a number of these recommendations have been implemented, many have not, through no fault of the Metro-Miami Action Plan. What is even more troubling is that it is extremely difficult, even impossible, to determine exactly what has been done with respect to these proposals. These proposals are cogent and must be implemented, with regular status reports. What is of particular concern is the evident lack of real commitment by our large and growing corporate community to the Metro-Miami Action Plan efforts.

We have alluded to the need for a coherent and consistent philosophical and programmatic approach to Black economic vitalization. We have found that, all too often, the various agencies involved in the vitalization process operate without such coordination and without a consensus as to both means and objectives. The need for one coordinating and unifying agency is obvious, and it is equally obvious to us that the Office of the Metro-Miami Action Plan should be that agency.

(4) We applaud the initial Report of the Governor's Advisory Council on Minority Enterprise Development. The State Legislature should adopt the findings and recommendations of the Council and enact the necessary legislation to implement them.

(5) The State of Florida can also increase its commitment to inner-city vitalization by a review and consolidation of the community development corporations. The existence of numerous CDCs, each with limited resources, may not be the most appropriate means for dealing with venture capital or high risk loan funds. However, one CDC per County, permitting the consolidation of wider resources would create a unitary venture-risk capital program that would provide enhanced services through consolidation of resources.

(6) All of Dade County's municipalities, from Homestead-Florida City to Opa Locka, must recognize that Black economic vitalization is a community-wide problem, and all of the municipalities must participate in the vitalization process.

(7) We have mentioned earlier the Atlanta procedure for requiring a demonstration of a suitable performance record of loans made to Black entrepreneurs as a prerequisite for the deposit of City funds in financial institutions. We urge that the County, the City of Miami, and all other municipalities institute this practice.

(8) We have also endorsed City of Miami Police Chief Clarence Dickson's offensive against street drug dealers. We strongly recommend that the Metro-Dade Police Department, particularly in the Southwest, Northwest and Central Districts, as well as Dade's other municipalities, implement similar initiatives.

(9) We have endorsed race-conscious set-asides as laudible vehicles for the enhancement of Black economic vitalization. Set-asides promote Black entrepreneurial development without increasing taxes. The City of Miami and all other Dade municipalities should consider the enactment of race-

conscious set-aside ordinances similar to the County's. Black inner-city vitalization requires result oriented commitment. It is not enough to express the virtue of equal opportunity unless there is an accompanying commitment to tangible results.

(10) Dade County and the City of Miami, we recommend, should consider the depositing of one half of their revenue sharing funds in the Black owned People's National Bank of Commerce and in any other Black financial institutions which may subsequently come into existence.

MIAMI BEACH FIRE CODE ENFORCEMENT

I. INTRODUCTION

The subject of fire code enforcement is of vital significance to all people everywhere. But nowhere is this significance greater than where the population is elderly or impaired and where the buildings in which they live are old and in decay.

Consider the population of Miami Beach's South Beach, who reside in the decrepit shell of what was once an affluent and thriving resort community. Today the median age of those living below Fifteenth Street is sixty-nine, meaning that half of its residents are aged seventy or over. Many are ill, partially disabled or only marginally able to care for themselves. Yet only 142 adult congregate living facility beds exist there in which the elderly may reside in an environment offering some health and personal care.

And the buildings in which they live are among the most deteriorated in Dade County. With the exception of downtown Miami, Dade's oldest multi-story hotels and apartment buildings, many dating to the early 1930's, provide shelter for South Beach's elderly population.

And while the area below Fifteenth Street provides the most acute aspect of the potentially hazardous equation of old people in old buildings, the problem exists north of Fifteenth Street as well. During our Term two fires, one at the Delano Hotel and the other at the Lombardy Inn Hotel (in both cases the label of hotel is misleading: they are both in fact residential hotels with little other than semantics to distinguish them from apartment buildings) called attention to the risk of deadly fires and to the importance of a vigorous fire inspection process. Only due to the speedy response of the fire department in one instance,

and to the heroism of residents in the other, was the loss of life averted.

Because of the peculiar demographics and architecture of the non-affluent portions of Miami Beach, the importance of the fire code inspection process has historically maintained a high profile. Innuendoes that the process has been compromised by politics and favoritism have historically been expressed. These innuendoes have persisted in the context of a political environment in which hotels, and hotel owners, have existed as major economic and political forces. Anecdotes, albeit unproven or unproveable, are related of incidents in years past in which a well meaning fire inspector was turned away from a large hotel after a well-placed phone call from the hotel owner to someone in the political establishment.

Yet what is the state of the fire inspection process on Miami Beach today? We decided early in our Term to attempt to address that problem. Admittedly and unfortunately, the time and effort we were able to expend in this effort were seriously compromised by our expenditure of time in the investigation of possible criminal acts within the City of Miami. Because of the fact that we were diverted from the important area of fire code enforcement, we urge that the Fall Term 1984 Grand Jury consider following up on the topic, not only in the context of Miami Beach but in the County as a whole.

Yet our inquiry did permit us to gather sufficient information to make several observations as well as preliminary findings and recommendations. We present these in the following two sections of our Final Report.

II. THE INSPECTORS AND THE INSPECTION PROCESS

(1) The Inspectors

We find, first of all, that the present Miami Beach city administration is committed to maintaining integrity and professionalism in the fire code enforcement process. Having heard from City Manager Robert Parkins, we were very impressed by his professionalism and his evident interest in assigning a high priority to the inspection process. During his administration, for example, the number of inspectors has been increased from four to eight. All eight inspectors are State Certified, having completed the State recommended two hundred hours of training. The backgrounds of these inspectors, including attendance at a variety of in-service training functions, makes it apparent that a high priority is being assigned to maintaining acceptable levels of competence. It may well be argued that eight inspectors is still far too few for an area such as Miami Beach and we feel that in fact, given the volatile and unique character of the community's population and buildings, as many as six additional inspectors are needed. It should be noted that these eight inspectors have a number of functions independent of the required annual fire inspections, such as arson investigations, court hearings, public fire drills and new construction testing.

Also, we feel that the City administration has sensitized the inspectors to the pitfalls of the political nature of the inspection process in which building and hotel owners will often attempt to use political pressure to undermine objective inspections. While we cannot comment on the process in past years and decades, we feel that the message has been sent forth that the inspection process will not be undermined by undue or unlawful influence.

(2) The Inspection Code

Obviously competent fire inspectors are only one of several ingredients that are prerequisite to an acceptable inspection process. Without a state-of-the-art inspection code to enforce, vigorous inspectors are of little or no value. The fire code now used for existing structures on Miami Beach, as in Dade County generally, is in a state of transition. The City of Miami Beach does not have its own fire code and has adopted the Dade County Code which adopts the 1967 Code for Safety to Life from Fire in Buildings and Structures. A more stringent 1981 Code has been adopted by the State Fire Marshall, yet municipalities have been permitted to use the 1967 Code for existing buildings (while the 1981 Code is used for new constructions).

It is essential, we feel, that the 1981 Code, or an updated uniform code for all municipalities, be adopted to replace the 1967 provisions. The art of fire detection is a rapidly evolving one. In 1967, for example, smoke detectors were not in general use and that Code contains no requirements for smoke detection. The 1981 Code, in contrast, requires hard wired smoke detection. Also the 1967 Code requires no fire alarm unless the building exceeds three stories, while the 1981 Code requires a fire alarm in all apartment buildings with twelve or more units or four or more stories.

We are pleased to note that an ongoing committee of the Dade County Fire Chiefs' Association is in place, whose task it is to update the various codes and to provide for a uniform Code for all municipalities, which will include the 1981 Code provisions. The Committee meets weekly and its report is anticipated within the next three months. It will then become the function of the political processes within the various municipalities to enact the revised Code. We urge the current Grand Jury to follow this process as the enactment of a stringent and state-of-the-art Code is, we repeat, vitally important. We trust that the Miami

Beach City Commission, as well as the legislative bodies in the other municipalities, will enact the Committee's recommendations swiftly.

(3) Inspection Record Keeping

A third area, and one in which we express concern, is that of the fire inspection records. Without an effective record keeping system an inspection process is severely compromised: not only do poor records make it impossible to determine what is transpiring in the process, but they also make it virtually impossible to police the inspectors. Records which are manual, handwritten, and characterized by incomplete or incomprehensible entries are records which do not permit us to assess how vigorous an inspection process is in place. And yet the fact is that the Miami Beach fire inspection records are exactly that: manual, handwritten, and characterized by incomplete or incomprehensible entries. Automation of the inspection records is absolutely essential and, we add, automation would have averted the inexcusable confusion over whether the Lombardy Inn was a hotel or an apartment building. This confusion resulted in the structure's existing over the years without fire alarms which are required of a hotel, which the Lombardy Inn is and would have been clearly revealed to be given an adequate automated record keeping system.

We hasten to add that the Miami Beach administration candidly concurs with the criticism of its fire inspection record keeping, and steps are being taken to introduce automation. In a thorough analysis of Beach fire inspection procedures prepared last week for the City Manager by his Office of Management and Budget, an automated record keeping system, and one integrated with records of certificates of building use, is recommended as a high priority. The Office of Management and Budget accurately

concludes that "there are no formal procedural cross references between the Fire Prevention Bureau and the Occupational License Section" and recommends that "a priority should be given to establishing an automated property data base which could be programmed to do such a cross reference."

The Office of Management and Budget report also examined a sample of fifty of the Fire Prevention Bureau's inspection files and their conclusion that "the files contained minor errors but were found to be current" is consistent with our own review of approximately thirty files conducted during our Term. We should add, however, that the finding that in twenty percent of the files it appeared that the last inspection was over one year old is troubling. Inspections are required by law to be annual. An automated file system would regularly and easily indicate buildings which had not received annual inspections.

III. FINDINGS AND RECOMMENDATIONS

(1) We have found that the integrity of the fire inspection process will continue to be, as well it should, a vitally important function of government on Miami Beach. Miami Beach's unique blend of elderly residents and deteriorated or decaying residences will continue to pose the risk of catastrophe in the form of fire. We urge that the present Grand Jury, prior to the conclusion of its Term, receive an update from the City Manager as to the City's response to our recommendations.

(2) We find that the present city administration is committed to maintaining integrity and professionalism in the fire inspection process. Yet we recommended the commitment of additional resources in the form of six additional fire code inspectors. Also, sufficient monies for in-service training must be allocated to insure that the expertise of the inspection unit is maintained at a high level.

(3) The Code inspection process on Miami Beach has historically been tainted by recurring allegations of political influence and cronyism, due in large measure to the disproportionate power wielded in this once thriving resort community by hotel and apartment owners. We have heard a number of suggestions that such a situation continues to exist but we have found no evidence to substantiate these allegations. In fact, we find that the City Manager seems completely committed to safeguarding the integrity of the process and its insulation from attempts at improper influence.

(4) It is imperative that the 1967 Code currently in use for existing buildings be replaced by the 1981 Code or a similar updated uniform Code for all of Dade County. We commend the efforts of the Dade County Fire Chiefs' Association which is presently engaged in the process of drafting a new uniform Code. It is essential that this process be completed and that the new provisions be adopted by the Miami Beach City Commission, assuming its provisions are endorsed by the Association and by fire inspection experts generally.

(5) We have found that the fire inspection record keeping system is manual, handwritten, and characterized by incomplete or incomprehensible entries. We recommend immediate steps to automate the system and we acknowledge that the Fire Department and the City administration are committed to this process, as well as to the integration of the fire inspection process with the occupational license process.

(6) We regret that our preoccupation with a criminal investigation which occupied us for much of our Term did not permit us to delve further into the fire code inspection process not only on Miami Beach, but in Dade County generally. There are few areas of government with greater impact upon human safety than fire prevention. We urge the presently impaneled Grand Jury, as well as Grand Juries to come, to pay close attention to this critical issue.

CAPITAL AND OTHER CRIMINAL CASES PRESENTED TO THE GRAND JURY

<u>Defendant</u>	<u>Charge</u>	<u>Disposition</u>
GREGORIO BATISTA	First Degree Murder	True Bill
JAMES ALLEN BRYANT, DEE DYNE CASTEEL and MICHAEL RHAIE IRVINE	Burglary First Degree Murder Burglary First Degree Murder	True Bill
MARIO GARCIA, also known as HECTOR BAROU CASTENEDA	First Degree Murder	True Bill
HERBERT HENDERSON, also known as BALDY	Second Degree Murder Unlawful Possession of a Firearm while Engaged in a Criminal Offense Carrying a Concealed Firearm	True Bill
RUSSELL SANBORN, also known as RANDY SANDERS, also known as RUSTY	First Degree Murder Burglary Robbery Robbery Kidnapping Kidnapping Aggravated Battery	True Bill
MICHAEL RAY WHEELER	First Degree Murder Attempted First Degree Murder Unlawful Possession of Firearm by Convicted Felon	True Bill
JULIO ACUNA	First Degree Murder Attempted First Degree Murder Burglary Unlawful Possession of a Firearm while Engaged in a Criminal Offense	True Bill
MARTIN LUTHER McCRAY	First Degree Murder	True Bill
ALEJANDRO GONZALEZ, also known as "FLACO"	Sexual Battery Sexual Battery Aggravated Assault	True Bill
ROBERT NICHOLSON	Sexual Battery	True Bill
ALAN SYLVESTER BASS	First Degree Murder Burglary Robbery	True Bill

<u>Defendant</u>	<u>Charge</u>	<u>Disposition</u>
LYNN WETZ and BETTYE C. GRINDLE	First Degree Murder Possession of Firearm during the Commission of a Felony Accessory after the Fact	True Bill
GEORGE MENDOZA, JOSE CRUZ and TITO GONZALEZ, JR.	First Degree Murder First Degree Murder Armed Robbery	True Bill
STANLEY WARREN ROBINSON	Sexual Battery	True Bill
IRIS MONROY	First Degree Murder	True Bill
RICKEY BERNARD ROBERTS, also known as LESS McCULLARS	First Degree Murder Armed Sexual Battery Armed Robbery Armed Robbery Armed Kidnapping	True Bill
ANGEL EMILIO GOMEZ	First Degree Murder Unlawful Possession of a Firearm while Engaged in a Criminal Offense	True Bill
JULIO GARCIA-FUENTES	First Degree Murder Unlawful Possession of a Firearm while Engaged in a Criminal Offense	True Bill
CHRIS HOLTON and VERNON KELSON	I. First Degree Murder II. Unlawful Possession of a Firearm while Engaged in a Criminal Offense ("A" Defendant) III. Unlawful Possession of a Firearm while Engaged in a Criminal Offense ("B" Defendant) IV. Armed Robbery (5 Counts) VIX. Attempted Armed Robbery (13 Counts)	True Bill
FLOYD DUNLOP	First Degree Murder	True Bill
MANUEL ROBELDO-RODRIGUEZ	I. First Degree Murder II. First Degree Murder III. Aggravated Battery IV. Shooting within an Occupied Dwelling V. Possession of a Firearm while Engaged in a Criminal Offense VI. Armed Robbery VII. Kidnapping VIII. Armed Burglary IX. Carrying a Concealed Firearm X. Possession of a Firearm while Engaged in a Criminal Offense	True Bill

<u>Defendant</u>	<u>Charge</u>	<u>Disposition</u>
CHRISTOPHER HARRIS	First Degree Murder Robbery Forgery (2 Counts) Uttering a Forged Instrument (2 Counts)	True Bill
PABLO MARTINEZ-CABRALES	First Degree Murder Unlawful Possession of a Weapon while Engaged in a Criminal Offense	True Bill
MIGUEL ANGEL YANEZ, also known as MICHEL YANEZ	First Degree Murder Armed Robbery Burglary Kidnapping	True Bill
TOMMY JOE CHAPPELL	First Degree Murder Burglary Robbery	True Bill
JAMES ALLEN BRYANT, DEE DYNE CASTEEL, MICHAEL RHAЕ IRVINE and WILLIAM E. RHODES	I. Burglary II. First Degree Murder III. Burglary IV. First Degree Murder V. Armed Robbery VI. Grand Theft First Degree VII. Grand Theft Second Degree VIII. Grand Theft First Degree IX. Grand Theft First Degree X. Grand Theft First Degree	True Bill
LUIS ALVAREZ-MENDEZ	First Degree Murder Armed Burglary with an Assault Armed Robbery Armed Robbery	True Bill
RICARDO ENRIQUE REDONDO, also known as "ARGENTINO", JOSE LUIS OGAZA, JOEL ESTREMEIRA, and GUSTAVO ADOLFO BENEDIT	I. Aggravated Assault II. Aggravated Assault III. Aggravated Assault IV. Kidnapping V. Attempted First Degree Murder VI. Shooting or Throwing Deadly Missile into Occupied Building or Vehicle VII. Shooting or Throwing Deadly Missile into Occupied Building or Vehicle VIII. Shooting or Throwing Deadly Missile into Occupied Building or Vehicle IX. First Degree Murder X. Attempted First Degree Murder XI. Attempted First Degree Murder	True Bill

<u>Defendant</u>	<u>Charge</u>	<u>Disposition</u>
JORGE PEREZ	First Degree Murder Unlawful Possession of a Firearm while Engaged in a Criminal Offense	True Bill
GABRIEL RODRIGUEZ-ACOSTA	First Degree Murder Unlawful Possession of a Firearm while Engaged in a Criminal Offense	True Bill
CHRIS HOLTON, VERNON KELSON, STANLEY PETTIGREW, WALTER PERRY, and KIBBY HOLTON	I. First Degree Murder II. Unlawful Possession of a Firearm while Engaged in a Criminal Offense III. Unlawful Possession of a Firearm while Engaged in a Criminal Offense IV. Unlawful Possession of Firearm while Engaged in a Criminal Offense V. Unlawful Possession of Firearm while Engaged in a Criminal Offense VI. Armed Robbery (5 Counts) XI. Attempted Armed Robbery (13 Counts) XXIV. Accessory after the Fact ("E" Defendant)	True Bill
DUANE MONTESE LEACH and JEFFREY EPPS	I. First Degree Murder II. First Degree Murder III. Burglary IV. Robbery V. Robbery VI. Robbery VII. Kidnapping VIII. Kidnapping IX. Kidnapping X. Shooting or Throwing Deadly Missile into Occupied Building or Vehicle	True Bill
COSBY KEITH PERKINS	First Degree Murder	True Bill
JULIO CESAR ROJAS	First Degree Murder Aggravated Assault	True Bill
FRANCISCO FELIPE	First Degree Murder Attempted First Degree Murder Burglary of a Dwelling	True Bill
EMILIO BRAVO	First Degree Murder	True Bill
RIGOBERTO CASO	First Degree Murder First Degree Murder Burglary	True Bill

<u>Defendant</u>	<u>Charge</u>	<u>Disposition</u>
JUAN AMADOR	First Degree Murder First Degree Murder First Degree Murder Attempted First Degree Murder Unlawful Possession of a Firearm Engaged in a Criminal Offense	True Bill
MIGUEL TOLEDO GONZALEZ and MIKE PARRA-DIAZ	Conspiracy to Commit Murder and Robbery First Degree Murder First Degree Murder Robbery	True Bill
JOSE RAMON CASIMIRO	First Degree Murder Robbery First Degree Arson	True Bill
DAVID ANDERSON McCRAY	First Degree Murder Unlawful Possession of a Firearm while Engaged in a Criminal Offense	True Bill
HARRY JACQUES, also known as GARY BELIZA, also known as DRED, and LEON SIDNEY CLEVIS, also known as BRIMSTONE	Robbery First Degree Murder Unlawful Possession of Firearm while Engaged in Criminal Offense Unlawful Possession of Firearm while Engaged in Criminal Offense Carrying a Concealed Firearm Unlawful Possession of a Short-Barreled Rifle	True Bill
TYRONE MORLEY	First Degree Murder Attempted First Degree Murder Possession of a Firearm during the Commission of a Felony	True Bill
NELSON BERTOLOTTI	First Degree Murder	True Bill
LORENZO LEAL and JOSE FRANCISCO LLOPIZ	First Degree Murder Robbery	True Bill
PERRY TEE HILTON	First Degree Murder	True Bill
ANTHONY LEE COLE	First Degree Murder Armed Burglary	True Bill

<u>Defendant</u>	<u>Charge</u>	<u>Disposition</u>
FLORENCIO ALVAREZ	First Degree Murder	True Bill
ARNOLD GILBERT	First Degree Murder	True Bill
DEREK HARRISON, MELVIN NAIRN and DAVID COOK	First Degree Murder First Degree Murder Burglary Attempted Robbery Attempted Robbery Unlawful Possession of Firearm while Engaged in Criminal Offense	True Bill
WILLIE DAVIS	First Degree Murder Armed Robbery Unlawful Possession of a Firearm while Engaged in a Criminal Offense	True Bill
RALPH WILLIAM GAJUS, JR.	First Degree Murder Attempted First Degree Murder Unlawful Possession of a Firearm while Engaged in a Criminal Offense Possession of Controlled Substance	True Bill
CHARLES LEE SMITH	First Degree Murder Attempted Armed Robbery Shooting within an Occupied Building Unlawful Possession of Firearm during the Commission of a Criminal Offense	True Bill
ROBERT WILLIAM WELLER and OWEN RICHARD FINE	First Degree Murder First Degree Murder Attempted First Degree Murder Attempted First Degree Murder Robbery Trafficking in Cocaine	True Bill
RUPERTO RODRIGUEZ and JOSE GUILARTE	First Degree Murder Armed Burglary Armed Robbery Attempted Armed Robbery Attempted Armed Robbery Armed Kidnapping Armed Kidnapping Armed Kidnapping Unlawful Possession of a Firearm while Engaged in a Criminal Offense	True Bill
KEITH DAVID TULLIS	First Degree Murder Armed Robbery	True Bill

<u>Defendant</u>	<u>Charge</u>	<u>Disposition</u>
FLORENCIO ALVAREZ and JOSE LUIS SOSA RODRIGUEZ	First Degree Murder	True Bill
FRANKLIN D. R. REED	First Degree Murder Aggravated Assault	True Bill
EDIE PIQUION	First Degree Murder Attempted Armed Robbery Armed Burglary Shooting into an Occupied Dwelling Attempted First Degree Murder Possession of Firearm while Engaged in a Criminal Offense	True Bill
PEDRO ROMERO, also known as GIOVANNI MASCARA, also known as JIMMY	First Degree Murder First Degree Murder	True Bill
JOSE ANTONIO SANTOS, MIGUEL ANGEL GONZALEZ and PABLO RAFAEL ALVAREZ	First Degree Murder Armed Burglary Armed Robbery Kidnapping	True Bill
LEONARD NORTON	Second Degree Murder	True Bill
CARLYLE SAUNDERS, also known as CARLOT	First Degree Murder Attempted Armed Robbery	True Bill
VICTOR COLE, HORACE LOVELL and YOLANDA GASTON	First Degree Murder Armed Robbery Armed Robbery Possession of a Firearm by a Convicted Felon Grand Theft	True Bill
SHIRLEY LLOYD BALFOUR	First Degree Murder Attempted Armed Robbery Armed Robbery	True Bill
MATTHEW TED MARSHALL	First Degree Murder Armed Burglary Armed Robbery (6 Counts) Aggravated Assault (3 Counts) Unlawful Possession of a Firearm while Engaged in a Criminal Offense	True Bill
NORMAN EASTMAN	Aggravated Child Abuse First Degree Murder	True Bill

<u>Defendant</u>	<u>Charge</u>	<u>Disposition</u>
JOSE ARMANDO JORGE	First Degree Murder	True Bill
ROBERTO ALONSO	First Degree Murder	True Bill
JAI ME SAVINO, also known as MARIO CORTEZ, also known as JOSE PEREZ	First Degree Murder First Degree Murder	True Bill
ANDREW ALEXANDER	First Degree Murder Possession of a Firearm while in a Commission of a Felony	True Bill
SHELLMAN PETERSON	First Degree Murder Armed Robbery	True Bill
GUILLERMO A. VILARO	First Degree Murder Aggravated Assault Unlawful Possession of a Firearm while Engaged in a Criminal Offense	True Bill
JESUS RUIZ and ALBERTO RUIZ	Grand Theft-Second Degree First Degree Murder Burglary Attempted Robbery Possession of Firearm during Commission of a Felony	True Bill
JESSE PAUL WILLIAMS	First Degree Murder Armed Kidnapping Battery on a Law Enforcement Officer Resisting an Officer with Violence Leaving the Scene of an Accident with Property Damage Unlawful Possession of a Firearm during the Commission of an Offense	True Bill

ACKNOWLEDGMENTS

On the morning of May 8, 1984, we were chosen to serve as Dade County Grand Jurors for the 1984 Spring Term. We would like to thank the many dedicated individuals who helped us carry out this awesome responsibility. Madeline Camp, our Administrative Assistant, for her efficient and professional handling of an enormous volume of work; our Bailiff Rob Koepfel for always looking after our needs; Tom Petersen, Chief Assistant State Attorney, whose dedication greatly simplified our work; Janet Reno, State Attorney, for her assistance throughout our Term, and Chief Judge Gerald T. Wetherington for his support.

During our Term we heard numerous capital crime cases. We acknowledge the professionalism of the Metro-Dade and the North Miami Police Departments in the performance of their duties.

Our Final Report on Minority Enterprise Development would not have been possible without the testimony and work of many persons. We gratefully acknowledge the assistance of Mr. Robert Foote, Research Assistant, who coordinated the questionnaire and research, Mr. Frank Scruggs, Chairman, Governor's Council on Minority Business, and Mr. John Smith, Advisor to the Governor.

Respectfully submitted,



Milton Vickers, Foreperson
Dade County Grand Jury
Spring Term 1984

ATTEST:



Marianne Romano
Clerk

Dated: February 6, 1985

IN THE CIRCUIT COURT OF THE ELEVENTH JUDICIAL CIRCUIT
OF FLORIDA IN AND FOR THE COUNTY OF DADE

SPRING TERM A.D. 1984

ADDITION TO THE
FINAL REPORT TO THE GRAND JURY
COMMISSIONER JOSEPH CAROLLO

FILED
FEBRUARY 6, 1985

Circuit Judge Presiding

Chief Judge

GERALD T. WETHERINGTON

Officers and Members of the Grand Jury

MILTON D. VICKERS, Foreperson

WALTER PALEVODA, Vice Foreperson

MARIANNE ROMANO, Clerk

CAROLYN WITTENBERG, Assistant Clerk

RICHARD W. PATCHETT, Treasurer

OLDRICH J. BALIK

WILLIAM D. BORRIES

BEATRICE BRADSHAW

ALBERT CIANCIOSI

HELEN COLIN

WILLIAM L. LIGON

HOWARD MANNING

JUNE A. MONCUR

JOHN H. SHERMAN

ADRIANNE D. STOKELING

ISAAC WEIS

CECILIA WITKIN

JUDY A. YOUNG

State Attorney

JANET RENO

Chief Assistant State Attorney
for Administration

THOMAS K. PETERSEN

Assistant State Attorneys

GERTRUDE NOVICKI

RUSS KILLINGER

Clerk of the Circuit Court

RICHARD P. BRINKER

Administrative Assistant

MADELINE CAMP

Official Court Reporting

NATIONAL REPORTING SERVICE

Bailliff

ROB KOEPPPEL

COMMISSIONER JOSEPH CAROLLO

This Grand Jury has investigated the following allegations involving City of Miami Commissioner Joseph Carollo:

(1) An allegation that the Commissioner used his City of Miami aides to perform work for his personal enterprise, Federated Security Corporation, Inc.;

(2) An allegation that he authorized the removal of office supplies belonging to the City of Miami from his office in Miami City Hall for use in the office of his private enterprise, Federated Security Corporation, Inc.;

(3) An allegation that he authorized and permitted the use of a "beeper," which belongs to the City of Miami and assigned to the Commissioner, by employees of Federated Security Corporation, Inc.

The evidence presented to the Grand Jury was insufficient to indict Commissioner Carollo on criminal charges.

Our investigation, however, has brought to light personnel practices which certainly suggest the appearance of impropriety and which, if permitted to continue, are subject to abuse.

We have learned that no records of overtime work hours, reimbursable as compensatory time ("comp time"), are kept by the Commissioner or his staff. Thus the only records existing of how many hours of "comp time" an employee has accumulated exist in the individual memories of the employees and Commissioner Carollo. One administrative aide, for example, estimates that she has accumulated, by her recollection, approximately twelve hundred hours of "comp time" with no written records to substantiate or contradict her estimate.

The Commissioner's aides justify their labors at Federated Security Corporation, Inc., as being justifiable use of their accumulated "comp time." No documentation is maintained which could refute or verify these claims.

IN THE CIRCUIT COURT OF THE ELEVENTH JUDICIAL CIRCUIT
OF FLORIDA IN AND FOR THE COUNTY OF MIAMI-DADE

RECEIVED
By the Clerk for the record.

FINAL REPORT
OF THE
MIAMI-DADE COUNTY GRAND JURY

JUL 18 2007
Item AD1
Exhibit 1
Meeting EDHS

SPRING TERM A.D. 2006

State Attorney
KATHERINE FERNANDEZ RUNDLE

Chief Assistant State Attorney
DON L. HORN

MELISSA ANN WILLMAN
FOREPERSON

SHARON L. KENDRICK
CLERK

FILED
February 9, 2007

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MDHA before the Miami Herald issued its first news reports. As a result of their lengthy investigation, the State Attorney's Office (SAO) has filed criminal charges against one of the principals highlighted in the House of Lies exposé. As reported to us by the lead prosecutor on the SAO Housing Task Force, his team of lawyers, investigators and auditors are still poring over reams of contracts, invoices and financial documents obtained pursuant to their investigation. It is only a matter of time before additional charges will be filed against others implicated in the scandal. We strongly encourage the State Attorney to press on with her investigation wherever it may lead. For those who committed criminal acts and stole taxpayer monies, we expect that they will be prosecuted to the fullest extent of the law.

During our investigation, we also received information regarding other misdeeds at the MDHA. Reports were being made that high-level officials at the MDHA had authorized and approved second mortgage loans for MDHA employees. Although that in and of itself was not a problem, the allegation was that the employees did not meet the eligibility requirements of the program – they made too much money. One of the SAO's Housing Task Force prosecutors reviewed all of the subject files and concluded that each of the employees who received a loan met the eligibility requirements. We were pleased to receive that report.

We were also pleased to discover that the county has recaptured over twenty million dollars (\$20,000,000) of Surtax funds that had been awarded to various developers and Community Development Corporations (CDCs) under the former MDHA administration. These funds have actually been "earmarked" for specific developers on specific contracts; however, most of the money had not yet been disbursed. We understand that the county manager has already taken steps to recapture funds that were disbursed. For money that has been released to developers that was either pocketed, misused or not used at all, we recommend that the county manager use all of the county's resources to have that money returned to government coffers. Where criminal conduct is involved, we recommend that all such instances be referred to the State Attorney's Office and the appropriate law enforcement agencies.

¹ Final Report, Miami-Dade County Grand Jury, Fall Term 2005, page 1.

In response to the troubles at the MDHA, the county manager assembled a Management Assistance Team, led by Senior Advisor Cynthia Curry. The MAT submitted an initial report to the manager in July 2006 to report on the State of Affairs at the Agency. As Ms. Curry reflected in the Management Assistance team's Preliminary Report,

...it is clear to me that the lack of basic management infrastructure such as: coordinated, unified management information systems; useful management reports; formal processes encouraging competition and transparency; qualified personnel across the board; written policies and procedures in key areas of programming such as Infill Housing and Loan Administration (Surtax); targeted project oversight, as well as comprehensive budget analysis and oversight have severely weakened the operations of the department and have unfortunately left open the opportunity for mismanagement and abuse. At present, MDHA is clearly in a state of management distress and requires my hands-on involvement in day-to-day management operations until the areas above are improved and a permanent director is hired.⁴

Thankfully, we believe that much has changed since issuance of that initial report.

B. The MDHA Today

Following the administrative shake-up at the MDHA, the County Manager ordered a national search to find a new Director to lead the troubled agency. The Grand Jury had the pleasure of meeting and talking with Kris Warren, the person selected for that position. She has an extensive and impressive background in housing related issues on both a state and national level.

Although Ms. Warren had only been on the job for a few weeks at the time of her Grand Jury appearance, she had already made a few decisions that we think are key to addressing some of the agency's key administrative shortcomings. She has conducted her own search and hired both a Chief Operating Officer and a Chief Development Officer to assist her in re-directing the MDHA. Having competent and qualified

⁴ Management Assistant Team Preliminary Report 7-13-06, Memorandum from Cynthia W. Curry, Senior Advisor to the County Manager to George M. Burgess, County Manager, July 13, 2006

those files. Today, the former MDHA employees are working with HFA staff to develop a streamlined review that will ensure the closing of every loan file within sixty (60) days. They began their review on December 12, 2006. As of January 31, 2007, they had closed loans on forty-nine files. Approximately fifteen (15) more are scheduled to be closed by mid-February.

The Grand Jury is hopeful that Ms. Braynon, her staff, along with the former MDHA employees, will be successful in establishing and implementing management controls and procedures to resolve the concerns raised in Ms. Curry's memo to the County Manager.

- *We recommend that once those revised policies and procedures are developed that the Board of County Commissioners adopt them.*

2. The Infill Housing Program

The goal of the Infill Housing Initiative was to increase the availability of affordable housing for low and moderate income families by taking advantage of vacant lots and abandoned properties primarily located within the county's inner-city areas. Administration and oversight of the Infill Housing Program has been transferred to the County's General Services Administration. The Manager's Management Assistance Team recommended the transfer of these duties and responsibilities to the GSA primarily because it has expertise in the area of real estate.

The Board of County Commissioners adopted the resolution approving Administrative Order 3-44 that gave the GSA overall responsibility of administering the Infill Housing Initiative and also approved the revised policies and procedures recommended by the GSA. As set forth in the County Manager's recommendation, "the GSA will be responsible for identifying suitable lots, coordinating the process to review the lots to determine whether they are suitable for infill housing; administering the process to select the pool; and monitoring the construction and initial sale of the home. The latter area of responsibility is to ensure that once the affordable homes are built, they are sold to "qualified buyers" and not investors seeking to make a quick buck by "flipping" the house. This was a regular occurrence under the prior MDHA administration. Other county agencies or departments will assume responsibility for

major programs have remained with the Housing Agency and its new director is aggressively moving to get these programs back on track.

a. HOPE VI

As to HOPE VI, Phase 1 of the project is finally well underway with Habitat for Humanity currently involved in the construction of fifty-two single family homes. Final construction and closing have already occurred on a number of the homes and former residents of the Scott-Carver Public Housing projects are included in the list of proud homeowners.

One of the present challenges faced by the MDHA is the ability of the agency to track and locate the 1,178 former Scott-Carver residents. Pursuant to the requirements of the HOPE VI Program, former residents were to be given the right of first refusal once the new homes were completed. Unfortunately, a company that Miami-Dade County contracted with to create a database to track the location of the former residents failed to comply with that contractual provision.⁵

The other major issue outstanding on the Hope VI Project is the completion of Phase II of the project, namely, the demolition of the remaining former Scott-Carver units and more importantly, the timely completion of all the remaining affordable housing units to be constructed. We were informed of at least one roadblock that is delaying the achievement of that goal. The competitive bidding process requesting Design Build Services for Phase II was initiated without any developers submitting bids on the project. The county is presently re-evaluating the terms of the Design Build contract so that the bidding process can begin anew. The failure to attract any bidders may be a direct consequence of all of the scrutiny previously focused on the county's HOPE VI Project. The future goal of completing Phase II of the HOPE VI Project does not bode well if such is the case. We trust that experienced, civic minded architects, builders and engineers will step up to the plate to make sure that this project is completed. It will not only be a benefit to the neighborhood. It will benefit our entire community.

- *We recommend that MDHA Director Kris Warren move as expeditiously as she can to complete Phase 2 of the HOPE VI Project.*

⁵ A more detailed description of this contract and the waste of millions of dollars is set forth below under the section entitled We are Still Troubled, pp. 9-12.

Notwithstanding our optimism with the new team assembled to tackle our housing woes, we are still troubled by one glaring conflict of interest involving an advisory board that works in conjunction with the MDHA. Moreover, we are also troubled by the total mismanagement of a multi-million dollar contract that involved the HOPE VI Project and was administered by the MDHA. We will address both of these issues here.

1. The Affordable Housing Advisory Board

As set forth on the website of the MDCHA, the Affordable Housing Advisory Board (AHAB) was established by ordinance to make recommendations to the Board of County Commissioners (BCC) on affordable housing incentives as required by funding regulations and guidelines established by state statutes, (cite). The meetings of the AHAB are held at the office of the MDCHA.

According to numerous witnesses, it was common knowledge within the MDHA and outside the agency that over the years of its existence AHAB members were actually in the business of constructing affordable housing. Most notably, AHAB members would often submit proposals from companies with which they were involved to the very Board on which they sat. The Advisory Board would consider the proposals, vote and then make its recommendations to the BCC.

To everyone in the Grand Jury room, this presented a clear appearance of conflict* of interest. In questioning the immediate past director of the MDCHA and others, they each acknowledged that this was a regular practice and that AHAB members had their applications passed on to the BCC with favorable recommendations. According to the information we received, the AHAB devised a way of avoiding the conflict of interest. Whenever a Board member's request was being considered, that Board member would step out of the room. After that proposal had been considered and voted on he would return to the meeting. The next Board member whose request was being considered would then step out of the room while his proposal was being considered. The Grand Jury finds this to be an outrageous practice. To our knowledge, this practice has not been stopped.

memorandum from the Inspector General to the County Manager underscores the magnitude and scope of the mess the OIG uncovered through the audit.

This audit report identifies serious deficiencies in the HOPE VI Revitalization Program Contract with H. J. Russell. Of particular concern were our findings relating to the poor contract administration and lack of oversight for this contract, which, unfortunately, as our broader on-going investigations are clearly establishing, were deeply entrenched within MDHA.⁷

Among its troubling findings, the OIG's auditors discovered that close to one million dollars of the money spent pursuant to this contract was used to pay for the salary and benefits of two MDHA employees who were supposed to be dedicated solely to providing oversight and monitoring of the services being provided as part of the CSS Program. The MDHA paid itself with the money from the contract even though it 1) never created a method to supervise the contractor's obligations under the contract; 2) never provided training to the MDHA employees who were supposed to supervise the contractor; and 3) had one of the two "dedicated" employees performing traditional MDHA duties. The sole job function they apparently performed was to approve every invoice that was submitted by the contractor. The invoices were approved by these employees, authorized by their supervisors and forwarded for payment without any proof that work on the contract had actually been performed.

Close to six million dollars of HOPE VI funds were spent for alleged CSS Program expenses. No one in the MDHA is able to produce any credible documents detailing what services were performed by the contractor to receive those federal dollars. No one inside or outside the MDHA could satisfactorily explain how such large sums of money could be doled out without anyone in the Agency raising an eyebrow or posing an inquiry. Is the culture in our county government so lax that employees accept these policies as "business as usual?"

Had it not been for the fortitude of the two anonymous county employees, more federal dollars would have been wasted on this contract. Fortunately, it was terminated after some of these findings came to light. We are unsure of what has happened to the

⁷ Memorandum dated August 24, 2006, from Christopher R. Mazzella, Inspector General to George M. Burgess, County Manager regarding Final Audit Report of MDHA's HOPE VI Revitalization Program Contract.

between \$60,000 and \$90,000 a year. In other words, a median income family can no longer afford a median price house.¹⁰

Housing has become a major issue in this county, this state and other metropolitan areas around the country. Elected officials at every level are now grappling with how to address this dilemma. Although federal, state and local governments have been operating housing programs for decades, the overwhelming majority of those were directed at very low, low and moderate-income residents. Now, the average teacher, police officer and school principal cannot afford a house. The dynamics and consequences of this problem are so great that it has everyone's attention. In fact, the issue itself has been renamed by some. It is no longer an "affordable housing" issue, it is a "work force housing" problem.

A perfect storm of different factors has emerged to price middle income families out of the real estate market. Increases in sales prices, coupled with a significant number of homes purchased at those increased prices have resulted in a major increase of property taxes. Further extensive hurricane damage throughout the state has resulted in significant increases for homeowner's insurance (hazard, windstorm, flood). In fact, most county residents have seen double-digit percent increases in their homeowner's insurance. That increase is in addition to increases in their property taxes. In addition to serving as a bar to new homeowners, this perfect storm is forcing some existing homeowners to sell their homes because they cannot afford them anymore. The mind set of many of those who are being forced to sell their homes is they will "take the money and run." They are running out of Miami-Dade County to more affordable housing markets.

Rising Rental Rates

The affordable housing crisis in South Florida is not limited to those seeking to purchase homes. Renters are also being affected. Condo conversions have removed a significant number of rental apartments from the market. During 2004 and 2005, a total of 248 projects, containing approximately 25,500 units, were converted from rental to

¹⁰ See May 2006 Report from the Office of the County Manager entitled Affordable Housing in Miami-Dade County, Review of the Data, Policies and Initiatives, Executive Summary.

purchasing homes. In fact, sixty percent of Miami-Dade County residents are below 120% of Area Median Income (AMI).¹²

What Does the Future Hold?

How we address this problem and how quickly we do so will determine the answers to some basic questions looming on the horizon. The issues highlighted below will affect all of us who live in this county, regardless of how rich or poor we may be. They include the following:

1. With passage of the class-size reduction amendment for public schools, if this housing crisis continues will we have enough teachers to staff the increased numbers of classes? Stated more bluntly, will there be enough teachers available to ensure that your child will get a decent public education in this county?
2. With the recent increase in youth violence and teen homicides (as offenders and victims) will there be enough police officers to patrol the streets to ensure that we will be safe in our homes and communities?
3. For the criminals out there who are gunning down toddlers and pre-teens on our streets, will there be sufficient experienced Assistant State Attorneys to prosecute those cases? If not, will those defendants be released back into our communities to wreak further havoc?
4. When the drought season sets in again and the fires are raging in the Everglades, will there be enough firefighters such that they can fight the grass fires and respond to your neighborhood if your neighbor's house catches fire?
5. If you are sick enough that you must be admitted to the hospital, will your chances of having an unexpected complication while in the hospital increase due to a shortage of nurses in our community?

These are real and immediate questions that our elected officials on both the state and local level must start to work cohesively to address. If the county continues to lose large segments of its middle class, the consequences will be devastating for our economy and for our communities.

¹² See Exhibit A attached to this report, Income Limit Table.

Florida is 47th in the nation in the amount it spends per student. The combination of low salaries for our teachers and the low funding of education for each of our students will have a direct impact on the skills and competence of those graduates who will be entering the job market. This situation is bound to get worse, based on a ballot measure from the 2002 election.

In 2002, Florida voters overwhelmingly approved a Class Size Reduction Amendment requiring that by the 2010-11 school year, the number of students in all classrooms in Florida would be capped at certain numbers.¹³ These size limits will constitute a reduction in student population in many of our overcrowded classrooms. Whereas under the present system a school may have four (4) third grade teachers with class sizes of 25 students each, once the effective date of the class size amendment has passed, it will require six (6) teachers to teach those same one hundred students.

The School Board is involved in a significant construction effort to increase the number of schools and available seats for the growing student population and to comply with the requirements of the amendment. It is clear that there will also need to be significant increases in the number of teachers hired to comply with the class size amendment.

Even without the impact of the amendment, the DCPS hired approximately twelve hundred (1,200) new teachers this year. Absent some creative efforts, many of these new teachers and a significant number who are within their first five years of teaching will leave the South Florida area to find communities where they can afford to buy housing for their families. The School Board has developed a plan that it hopes will assist in its efforts to attract and retain teachers.

The School Board owns acres of land presently worth millions of dollars and located in the "hot" downtown market. The plan being developed will involve the School Board borrowing money while using some of the land as collateral. A not-for-profit (NFP) corporation would then be created to administer the money obtained from the loan. The NFP would have two specific uses for the money.

¹³ The maximum number of students per class is dependent on the grade level. For pre-kindergarten through grade 3, 18 students; grades 4 through 8, 22 students; and grades 9 through 12, 25 students.

- *Primarily because we believe it will assist in recruiting and retaining teachers in our communities, we strongly recommend that the Florida Legislature re-institute the DCD for the Miami-Dade County School District.*

Police

Our police departments are also suffering from the high costs of housing in Miami-Dade County. Their difficulties stem from trying to attract and retain new police officers with starting salaries around \$40,000 per year. Many departments have numerous officers who do not just live outside the jurisdiction of their municipality or city; they live in another county! They are easy to spot in their marked “take home” vehicles, traveling the clogged arteries of I-95, I-75 and the Florida Turnpike during the rush hour traffic. Their lengthy commute (in time and distance) is primarily the result of one factor – the ability to locate affordable housing.

Some of the larger cities have been looking to create incentives for officers to live within the jurisdictions they patrol. The lure? For some, the answer is down payment assistance or second mortgages to help with the purchases of homes or condos. The City of Miami Gardens recently created a stir within the law enforcement communities of Miami-Dade and Broward County when it announced it was offering a \$45,000 a year starting salary to rookie police officers who had a high school education. In addition to the comparatively higher starting salary, Miami Gardens is also offering: 1) a twelve thousand dollar (\$12,000) signing bonus; 2) a two thousand dollar additional payment for officers who live within the city limits; and 3) possible free college education. Even though the City of Miami Gardens was only incorporated less than four years ago, its salary structure for its police officers makes it one of the highest paying police departments in the entire state. To avoid a shortage of police officers in the future, our elected officials will have to create similar incentives to ensure that these working professionals will have affordable housing for their families.

State Government Lawyers

Health Care Professionals

Our local media have made it clear that health care professionals (primarily nurses and technicians) have also been negatively impacted by the affordable housing crisis in our community. A January 5, 2007 report by nbc6.net underscored how private employers are also suffering.

The article, entitled Baptist Health Says High Cost of Housing Hurts Health Care, reported on the difficulties Baptist Health of South Florida has been experiencing in recruiting and retaining employees because of the high cost of housing. Baptist Health, reported as the “largest private employer” in the area and one of Fortune magazines “100 Best Companies to Work For” acknowledges that it is losing highly skilled employees to other communities, which have lower housing costs.

As a result of the crisis, Baptist Health is going into the housing business. It is reportedly converting some existing buildings into condos and starting construction of new condos and townhouses in South Miami-Dade. Coincidentally, Baptist Health is also expected to break ground on construction of a new hospital this summer. Where will it be located? In South Miami-Dade County also.

One of our witnesses who commented on this housing initiative also pointed out that other giants in the health care profession (including Jackson Memorial Hospital and the University of Miami) have also begun looking into the question of how they will be able to assist in satisfying the housing needs of their present and future employees.

Unfortunately, our area has reached a point in which housing affordability may seriously hinder the ability of the business community to attract and retain a skilled and highly trained labor force who depends on the availability of “affordable” housing.

...we can infer that our current housing scenario is keeping us from attracting valuable talent or worse yet, retaining those we have. This is clearly a serious challenge to overcome as we strive to remain a global and competitive business center.

The quotes set forth above are taken from the Introduction section of a January 2006 Report issued by The Beacon Council, Inc. The report, entitled “Can Our Workforce Afford Housing In Miami-Dade County?” was an attempt to look at the housing affordability issue from an economic development point of view. The quotes underscore the magnitude of the affordable housing problem for Miami-Dade County residents. It

Exhibit A

Income Limits Table

Income And Mortgage Limits Adjusted for Family Size						
Family Size	E. Low	V. Low	Low/Moderate	Median		
	30%	50%	80%	100%	120%	140%
Family of 1	11,750	19,550	31,300	39,100	46,920	54,740
Family of 2	13,400	22,350	35,750	44,700	53,640	62,580
Family of 3	15,100	25,150	40,250	50,300	60,360	70,420
Family of 4	16,750	27,950	44,700	55,900	67,080	78,260
Family of 5	18,100	30,200	48,300	60,400	72,480	84,560
Family of 6	19,450	32,400	51,850	64,800	77,760	90,720
Family of 7	20,750	34,650	55,450	69,300	83,160	97,020
Family of 8+	22,100	36,900	59,000	73,800	88,560	103,320
SHIP Limited to 120%				Income and Mortgage limits revised March 9, 2006		

HUD federal regulations require that a certain percentage of new admissions for low-income housing programs during a one-year period be at the extremely low-income, very low-income, and low-income levels and the percentages vary by housing program. The table and fact sheet provides the area median income and income target summary for Public Housing, Section 8, and Moderate Rehabilitation programs.

<u>NAME OF DEFENDANT</u>	<u>CHARGE</u>	<u>INDICTMENT RETURNED</u>
HUGO RAMON QUESADA	Murder First Degree Murder First Degree Murder/Premeditated/Attempt/Deadly Weapon	True Bill
LISET HERNANDEZ	Murder First Degree Child Abuse/Aggravated/Great Bodily Harm	True Bill
BRANDON ANTRON ROLLE	Murder First Degree Robbery/Armed/Firearm	True Bill
MARIA EUGENIA PACHECO GUZMAN	Murder First Degree	True Bill
JERRY DENNARD HIXSON	Murder First Degree Robbery Using Deadly Weapon or Firearm	True Bill
JON JOSEPH SOARES	Murder First Degree Attempted Armed Robbery Aggravated Assault with a Firearm False Imprisonment / Armed Battery Robbery Using Firearm Robbery / Carjacking / Armed Fleeing / Eluding / PO / High Speed / Injury Firearm / Possession by Convicted Felon	True Bill
(A) TREVOR O. GRANT, also known as JOHN DOE (B) ELBIN CASTRO, (C) GLENN WALKER	Murder First Degree (A) Aggravated Battery / Deadly Weapon (A) Police Dog / Injure / Kill / Attempt (A) Murder / Premeditated / Attempt / Deadly Weapon (A) Resisting An Officer Without Violence to His / Her Person (A) Accessory After the Fact (B & C) Accessory After the Fact (B & C) Accessory After the Fact (B & C) Giving False Name / ID After Arrest (A)	True Bill
(A) JOSEPH CHANEY and (B) TREYMON SERGIO JACKSON	Murder First Degree (A & B) Firearm Possession By Convicted Felon (A Defendant Only)	True Bill
HARRY SELONIEU GERVIL	Murder First Degree	True Bill

ACKNOWLEDGEMENTS

Nine months ago twenty-one randomly selected individuals were brought together to form the Miami-Dade Grand Jury, Spring Term 2006. These jurors, initially separated by age, ethnicity and cultural diversity, were able to unify as a group to form a motivated team. The experience resulted in a greater knowledge and respect for our judicial system.

It was an honor to serve on the Miami-Dade County Grand Jury and encourage our fellow citizens to participate in this important civic duty when our local government calls them to serve. We are also grateful for having the opportunity to be an influential part of the judicial process. We would like to take this opportunity to express our heartfelt thanks to the following, who have all managed innumerable duties with a cheerful and friendly attitude:

- Chief Assistant State Attorney Don Horn, for his professionalism, dedication and support. His endless knowledge and guidance not only educated us but made our service a truly rewarding experience. Our deepest thanks for making our job easier.
- Honorable Judge Gisela Cardonne Ely, who not only stressed the importance of serving on a grand jury, but also the significance of being involved in the community.
- State Attorney Katherine Fernandez Rundle, for her advice, commitment and years of service to the Miami-Dade County community and its judicial system.
- Rose Anne Dare, who flawlessly took care of all administrative details for each and everyone of us. Her professionalism and skills made our task easier to perform.
- Nelido Gil, our Bailiff, who every day greeted us with a smile, went downstairs to get us coffee for those long afternoons and made our days as jurors run as smoothly as possible. His ability to keep us in good spirits was definitely appreciated by all.
- Our court reporter, Dania Alen, for her professionalism and commitment.
- To those witnesses and experts who took time to come before us and answered all of our questions and concerns, we also thank you.

Our task was difficult and our journey through the judicial system was at times disturbing, frustrating, surprising and enlightening. Ultimately, despite the personal and professional sacrifices made by each of us, it was an experience we will never forget. It has truly been a privilege and honor to serve our community.

Respectfully submitted,

Melissa A. Willman, Foreperson
Miami-Dade County Grand Jury
Spring Term 2006

ATTEST:

Sharon L. Kendrick
Clerk

Date: February 9, 2007

<< FL ST § 420.9076 >>

JUL 18 2007
Item 1A1
Exhibit 2
Meeting EDHSC

420.9076. Adoption of affordable housing incentive strategies; committees

(2) The governing board of a county or municipality shall appoint the members of the affordable housing advisory committee by resolution. Pursuant to the terms of any interlocal agreement, a county and municipality may create and jointly appoint an advisory committee to prepare a joint plan. The ordinance adopted pursuant to s. 420.9072 which creates the advisory committee or the resolution appointing the advisory committee members must provide for **eleven** nine committee members and their terms. The committee must include:

- (a) One citizen who is actively engaged in the residential home building industry in connection with affordable housing.
- (b) One citizen who is actively engaged in the banking or mortgage banking industry in connection with affordable housing.
- (c) One citizen who is a representative of those areas of labor actively engaged in home building in connection with affordable housing.
- (d) One citizen who is actively engaged as an advocate for low-income persons in connection with affordable housing.
- (e) One citizen who is actively engaged as a for-profit provider of affordable housing.
- (f) One citizen who is actively engaged as a not-for-profit provider of affordable housing.
- (g) One citizen who is actively engaged as a real estate professional in connection with affordable housing.
- (h) One citizen who actively serves on the local planning agency pursuant to s. 163.3174.
- (i) One citizen who resides within the jurisdiction of the local governing body making the appointments.
- (j) One citizen who represents employers within the jurisdiction.**
- (k) One citizen who represents essential services personnel, as defined in the local housing assistance plan.**

If a county or eligible municipality whether due to its small size, the presence of a conflict of interest by prospective appointees, or other reasonable factor, is unable to appoint a citizen actively engaged in these activities in connection with affordable housing, a citizen engaged in the activity without regard to affordable housing may be appointed. **Local governments that receive the minimum allocation under the State Housing Initiatives Partnership Program may elect to appoint an affordable housing advisory committee with fewer than eleven representatives if they are unable to find representatives that meet the criteria of paragraphs (a)-(k).**

(4) **Triennially**, the advisory committee shall review the established policies and procedures, ordinances, land development regulations, and adopted local government comprehensive plan of the appointing local government and shall recommend specific **actions or** initiatives to encourage or facilitate affordable housing while protecting the ability of the property to appreciate in value. **The** Such recommendations may include the modification or repeal of existing policies, procedures, ordinances, regulations, or plan provisions; the creation of exceptions applicable to affordable housing; or the adoption of new policies, procedures, regulations, ordinances, or plan provisions, **including recommendations to amend the local government comprehensive plan and corresponding regulations, ordinances, and other policies.** At a minimum, each advisory committee shall **submit a report to the local governing body that includes** make recommendations on, **and triennially thereafter evaluates the implementation of,** affordable housing incentives in the following areas:

- (a) The processing of approvals of development orders or permits, as defined in s. 163.3164(7) and (8), for affordable housing projects is expedited to a greater degree than other projects.
- (b) The modification of impact-fee requirements, including reduction or waiver of fees and alternative methods of fee payment for affordable housing.

- (c) The allowance of **flexibility in densities** increased-density-levels for affordable housing.
- (d) The reservation of infrastructure capacity for housing for very-low-income persons, and low-income persons, **and moderate-income persons.**
- (e) The allowance of affordable accessory residential units in residential zoning districts.
- (f) The reduction of parking and setback requirements for affordable housing.
- (g) The allowance of **flexible lot configurations, including** zero-lot-line configurations for affordable housing.
- (h) The modification of street requirements for affordable housing.
- (i) The establishment of a process by which a local government considers, before adoption, policies, procedures, ordinances, regulations, or plan provisions that increase the cost of housing.
- (j) The preparation of a printed inventory of locally owned public lands suitable for affordable housing.

(k) The support of development near transportation hubs and major employment centers and mixed-use developments.

The advisory committee recommendations **may** must also include other affordable housing incentives identified by the advisory committee. **Local governments that receive the minimum allocation under the State Housing Initiatives Partnership Program shall perform the initial review, but may elect to not perform the triennial review.**

(5) The approval by the advisory committee of its local housing incentive strategies recommendations **and its review of local government implementation of previously recommended strategies** must be made by affirmative vote of a majority of the membership of the advisory committee taken at a public hearing. Notice of the time, date, and place of the public hearing of the advisory committee to adopt final local housing incentive strategies recommendations must be published in a newspaper of general paid circulation in the county. **The** Such notice must contain a short and concise summary of the local housing incentive strategies recommendations to be considered by the advisory committee. The notice must state the public place where a copy of the tentative advisory committee recommendations can be obtained by interested persons.

(6) Within 90 days after the date of receipt of the local housing incentive strategies recommendations from the advisory committee, the governing body of the appointing local government shall adopt an amendment to its local housing assistance plan to incorporate the local housing incentive strategies it will implement within its jurisdiction. The amendment must include, at a minimum, the local housing incentive strategies **required under s. 420.9071(16). The local government must consider the strategies** specified in paragraphs **(4)(a)-(k) as recommended by the advisory committee (4)(a)-(j).**

(8) The advisory committee may perform other duties at the request of the local government, including:

(a) The provision of mentoring services to affordable housing partners including developers, banking institutions, employers, and others to identify available incentives, assist with applications for funding requests, and develop partnerships between various parties.

(b) The creation of best practices for the development of affordable housing in the community.

(9) The advisory committee shall be cooperatively staffed by the local government department or division having authority to administer local planning or housing programs to ensure an integrated approach to the work of the advisory committee.



**NEW VISION TAXI DRIVERS ASSOCIATION
OF
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JUL 18 2007

Item 4D3
Exhibit 1
Meeting EDHS

DATE: July 18, 2007

TO: **Honorable Commissioner Audrey M. Edmondson, Chairperson**
Miami-Dade Economic Development & Human Services Committee

CC: **Honorable:** Commissioner Katy Sorenson, Vice Chairperson
Commissioner Barbara J. Jordan
Commissioner Dennis C. Moss
Commissioner Javier D. Souto

FROM: New Vision Taxi Drivers Association Of Miami, Inc.

RE: EDHSC Hearing July 18, 2007
Agenda Item No. 1 (D) 3

SUBJECT: Ordinance amending for-hire regulations relating to providing
compensation for the right to pick up passengers.

RECOMMENDATION

It is requested, due to a deficiency in provisions, that the following portion of the Proposed Ordinance, which is not approved, in the present format, by **New Vision Taxi Drivers Association of Miami Inc.**, be separated and removed from the Agenda Item:

ORDINANCE RELATING TO VEHICLES FOR HIRE; AMENDING SECTIONS 31-76 AND 31-85 OF THE CODE OF MIAMI-DADE COUNTY, FLORIDA WHICH PROHIBIT COMPENSATION FOR THE RIGHT TO PICK UP PASSENGERS.

It is further recommended and requested that EDHSC refer out the above mentioned and disapproved Portion of Agenda Item No. 1 (D) 3 to require additional Taxicab Industry Workshops & Forums to include participation and input from the City Of Miami Beach Government. The purpose is to facilitate the expanding, improving and perfecting of the desperately needed County Ordinance Amendment regarding **BOD** (*Buying Of The Doors*).

The expected result will be to propose to the BCC, a more comprehensive and effective Ordinance Amendment to aid in carrying out County Code Enforcement with the cooperation of The City Of Miami Beach to deal with the **BOD Problem**.



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It is requested, as being **insufficient & incomplete**, that the following portion of the Proposed Ordinance, which is not approved, in the present format, by **New Vision Taxi Drivers Association of Miami Inc.**, be separated and removed from the Agenda Item:

ORDINANCE RELATING TO ADD A PROVISION THAT A SIGN SUMMARIZING THE CHAUFFEUR WRITING AGREEMENT REQUIREMENTS BE POSTED AT THE PASSENGER SERVICE COMPANY TO ENSURE THAT DRIVERS ARE FULLY AWARE OF THEIR RIGHTS UNDER CODE.

Further recommendation to the above Ordinance is needed. The chauffeur agreements have to require to be **placed into the for-hire vehicle 24/7** and requested to be **public record** to prevent the sub-leasing problems. The chauffeur sponsorship by Taxi Company needs to be eliminated (no company names need to be posted on the Chauffeur Registration). The Chauffeur Training School needs to be reformed. We are please to recommend EDHSC to add the above mentioned to the Ordinance or disapproved it for additional Taxicab Industry Workshops & Forums to include participation and input from the Chauffeurs.

The expected result will be to propose to the BCC, more comprehensive and effective Ordinance Amendments to help the County protects the right of the Chauffeurs, stops the black market of selling taxi applications by taxi companies, and solve the sub-lease problems.

It is requested that the following remaining portions, which are approved by New Vision Taxi Drivers Association of Miami, Inc., of the proposed Ordinance is allowed to go forward as proposed:

INCREASING PENALTIES FOR VIOLATIONS OF SECTIONS 31-82(J)(12) AND 31-303(I)(4); AMENDING CHAPTER 8CC-10 RELATING TO CIVIL PENALTIES; PROVIDING SEVERABILITY, INCLUSION IN THE CODE, AND AN EFFECTIVE DATE

Attached are documentation relating to Agenda Item No.1 (D) 3 that includes News Media Articles certifying the existence of the BOD Problem which is estimated to be \$10,000,000.00 (Ten Million Dollars plus) in Taxi Fares annually connected to the illegal BOD Industry in the City of Miami Beach.

Attachments:

City of Miami Beach Letter To Commission Police Investigation Dated January 29, 2003
Miami New Times Article, "A Cabbies Crusade" Dated February 27, 2003
Sun Post Article, "Trouble In Taxi land" Dated August 15, 2002.
County Manager George Burgess Letter Dated July 10, 2007
CSD Director Cathy Grimes Peel Request for Public Documents Dated July 16, 2007



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CSD Director Cathy Grimes Peel Objection Notice re: TAG Dated July 16, 2007

We thank you in advance for your positive and prompt response to our request.

Very truly yours,

The New Vision Taxi Drivers Association Watchdog Committee by:

Raymond Francois
Raymond Francois, Administrator

Emmanuel Chervil
Emmanuel Chervil, Secretary

CITY OF MIAMI BEACH
Office of the City Manager
Letter to Commission No. 26-2002



To: Mayor David Dermer and
Members of the City Commission

Date: January 29, 2003

From: Jorge M. Gonzalez
City Manager

A handwritten signature in black ink, appearing to read "Jorge".

Subject: **Police Department Investigation - Buying of the Doors**

This letter to the Commission is to provide you with an update on the progress of the Police Department's investigation into the illegal practice of hotel valets and concierges charging taxi cab drivers a fee in exchange for providing a lucrative fare to distant locations; a practice known as "*buying of the doors*."

As way of background, this complaint originated several months ago as a form of extortion that punishes taxi drivers who do not want to break the rules or pay off the valets or concierges. Consequently, those taxi drivers were far less likely to receive the more desirable trips.

In response, the Police Department held several meetings with the Miami-Dade Passenger Transportation Regulatory Division (PTRD) to determine the best course of action to deal with this problem. It was decided that a joint effort between the two agencies would be the most effective means of affecting a change, with PTRD taking the bulk of the enforcement initiative. The Police Department provided high visibility, accompanying PTRD officers on their enforcement actions. A two-part plan was initiated to include a monthly sting operation involving the entire PTRD and all available Miami Beach day shift Motor Units. A smaller operation was conducted once a week involving fewer personnel from both agencies.

Since August of 2002, the PTRD has issued (10) ten "*buying of the door*" related citations at various Miami Beach hotels while issuing (134) one hundred thirty-four "*other*" taxi related citations. The Miami Beach Police Department's Motorcycle Squad has also issued (158) one hundred fifty-eight taxi related citations during this same period.

The practice of "*buying of the door*" is indeed a problem and will require the continued ongoing efforts of both the PTRD and the Miami Beach Police Department. Through the combined efforts of both agencies and constant enforcement action, I am confident the problem can be eliminated.

JMG\DD\AM\RM\CN\JM\HDC
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Trouble in Taxi Land

There's an organized ring of extortionists targeting Miami Beach hotels, their guests as well as Central Cab Company. The City of Miami Beach has been given the authority via an interlocal agreement with Miami-Dade to shut down this illegal activity.

A.C. Weinstein
Columnist

Let's get right to the problem. During the past year, a vast majority of Miami Beach hotels, their guests as well as Central cab drivers have fallen prey and victim to an organized ring of extortion that's been set up between hotel door workers and a few gangs of rogue taxi drivers.

With the exception of only about a half-dozen of the larger hotels, the door workers, concierges, valet operator, etc. are conspiring with rogue taxi drivers to extort illegal kickbacks from Central's drivers. Only if the drivers agree to pay the kickback will they be allowed to take the passenger from the hotel to the airport or to other long trips, such as the seaport, Aventura Mall, Coconut Grove or a Marlins baseball or Dolphins football game at Pro-Player Stadium.

This practice is called "buying of the doors" and county law specifically prohibits any passenger service company, for-hire license holder or any other person to engage directly or indirectly in payment for the right to provide taxi services. According to the Passenger Transportation Regulatory Division of Miami-Dade's Consumer Services Department, there's a \$500 fine for each offense.

More recent legislation has upped the penalties. Any person found guilty on at least two prior occasions within a three-year period is subject to a \$5000 fine and/or imprisonment not to exceed forty-five days. Considering the seriousness of this illegal activity, it's quite amazing how this ring of extortion that's been organized between the hotel door workers and rogue taxi drivers continues to expand and flourish.

Enforcement of for-hire vehicles has long been under Miami-Dade jurisdiction. In May 2002 the Miami Beach Commission passed a resolution to authorize an interlocal agreement between Miami Beach and Miami-Dade to allow the Beach police to enforce provisions regarding for-hire vehicles.



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Full Story »

SPECIA SUPPLEM

The Eat, Drink and Be
Supplement Returns

Full Story »

DINING CRI

A classy restaurant tr
at affordable dining.

Full Story »

NIGHTLIFE

Cubby tries to figure o
SoBe while HBO con:
SoBe reality show.

Full Story »

QUOTE OF THE WEEK

"I believe in karma."—Eric Milon, owner of Opium, on the anonymous individual who reported the club to code compliance.

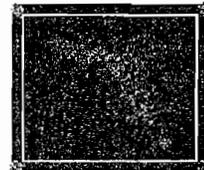
This is generally how it plays out. A Central cabbie will drive up a hotel ramp to pick up a passenger with luggage waiting for a taxi to the airport. The driver will be told by the hotel door worker to kick over \$10 or lose the fare. If the driver refuses to pay, a conspiring rogue taxi will quickly show up, pay the hotel door \$10 and take the passenger to the airport. The hotel door worker and rogue driver communicate by cell phone, beepers, CB radio and also illegally monitor Central dispatch to jump the calls.



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The few gangs of rogue drivers that work this scam with the doors of hotels are made up of different ethnic groups that have found each other in various cab companies from the other side of the bay. Many of the drivers have recently come to this country from places where kickbacks and payoffs are a way of life.

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There are Russians, Columbians and, according to Central drivers, the worst offenders appear to be the Brazilians who use codes in Portuguese and have even fabricated unlicensed companies with fake names and run those illegal operations right out of their taxis.

In recent weeks, drivers with Central and their supporters have met with Miami Beach and Miami-Dade officials as well as representatives of the tourism industry to complain about this growing dilemma. To date, there's been little response and no action to remedy this illegal activity.

A number of Central drivers believe the problem in getting anyone to bust up this ring is that taxi drivers are considered the bottom of the food chain in this city and county. What makes it even more difficult to get anyone to listen or to help us, the drivers say, is that the hotels can quickly gather an endless stream of powerful politicians and lobbyists to protect their interests.

But that's not really the issue here at all. It appears the hotel owners and operators are not fully aware, if at all, of the magnitude of the illegal activity that's taking place between their door workers and the rogue taxi drivers.

In Miami Beach the majority of personnel manning the doors at the larger hotels are in-house employees while many of the smaller hotels employ independent contractors and valet operators. In either scenario, the drivers with Central do not believe the owners or operators of the hotels would condone or allow such illegal activity.

Still, the drivers see themselves as a group of blue-collar workers with little influence and few allies. And what makes this situation even more difficult for Central drivers to tackle is that a small number of their own are now agreeing to pay the kickbacks, more out of survival than anything else. The average Central driver refusing to kick back dollars to the door is losing about \$150 per week on missing just those trips to the airport.

The tourist or hotel guest is also being disadvantaged, often left to wait at the hotel door for the rogue driver to come from a distant location rather than the available Central driver. The rogue driver also may attempt to recapture the kickback to the door by adding miles to the trip or misrepresenting the existing flat rate fee, costing the passenger more.

What kind of dollars are we talking about? Central, which is the only Miami Beach-based cab company, has approximately 500 independent drivers who pay a daily shift rent to the cab owners. The fifty-plus owners pay a monthly fee to carry the Central logo and for other advantages, such as being tied into the company dispatch system. Since the extortion rings have organized, the number of calls to Central dispatch for longer trips has greatly decreased.

The hotel door buying scam began to fester a couple of years ago, but since last summer the ring's activities have stepped up in intensity. And now, scores of cab drivers are finding it increasingly more difficult to earn a living.

The purpose of this initial column is to bring a more public awareness of this ongoing and illegal activity to Miami Beach officials and hoteliers. In the weeks ahead, the drivers will let me know if this criminal behavior is allowed to continue.



**NEW VISION TAXI DRIVERS ASSOCIATION
OF
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newvisiontaxicab@yahoo.com

July 10, 2007

**George Burgess, County Manager
Stephen P. Clack Center
111 N.W. 1ST Street, Suite 2910
Miami, Florida 33128**

Re: Supporting documents regarding Ass. County Manager Statement

Dear Manager Burgess:

New Vision Taxi Drivers Association Watchdog Committee would like to request all documentation that supports the written statements of Assistant County Manager Roger M. Carlton on his report to the Board of County Commissioners dated June 19, 2007, EHL Agenda Item #1(E)1, stated "The proposals contained in this amendment were discussed at two taxicab driver focus groups and CSD's Taxicab Advisory Group (TAG), which consists of representative from Industry, hospitality, municipalities, and others. All parties agreed to the recommendations."

Also, we are requesting the minutes and reports & memorandums of the discussions at the two taxicab focus groups and the CSD Taxicab Advisory Group (TAG) including the identification of the attendees at all of the meetings and the written proof that all parties agreed to the recommendations as well as disagreements from any attendees on any of the items discussed.

In addition, we request all audio and video recordings of all of the meetings and all written communication between the Consumer Service Department and the Office of the County Manager reference to Agenda Item No. 4(I) and Memorandum dated June 5, 2007.



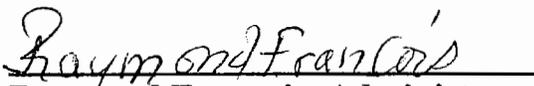
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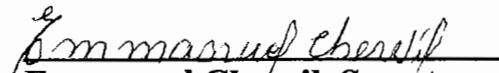
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newvisiontaxicab@yahoo.com**

We thank you in advance for your positive and prompt attention to this matter.

Very truly yours,

The New Vision Taxi Drivers Association Watchdog Committee by:


Raymond Francois, Administrator


Emmanuel Chervil, Secretary

**Leonel Gacon, Administrator Adjoin; Bellot Sulfredo, Regional Leader;
Pierre Ceac, Director; and Jean Lamour, Advisor.**

**Cc: Mayor Carlos Alvarez; Chairman Bruno Barreiro and members of
Board County Commissioners; And Mayor Carlos Alvarez Assistant,
Mm. Nadia Pierre.**



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Monday, July 16, 2007

Director Cathy Grimes Peel
Consumer Services Department
140 West Flagler Street, Suite 903
Miami, Florida 33130

Re: Taxicab Advisory Group (TAG)

Subject: Public Document Requested.

Dear Director Cathy:

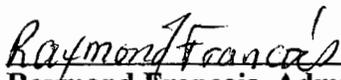
The New Vision Taxi Drivers Association Watchdog Committee Members are requested the following documents regarding the Taxicab Advisory Group (TAG).

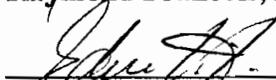
1. Minutes of all Taxicab Advisory Group (TAG).
2. Rules and Regulations governing the operation of Taxicab Advisory Group (TAG).
3. Rules and Regulations governing the appointment of sub-committee members to select and appoint new TAG Committee Officers and Members.
4. All correspondences and documents from anyone and organizations to Taxicab Advisory Group (TAG) from the inception of TAG.

We thank you in advance for your positive and prompt response to our request.

Very truly yours,

The New Vision Taxi Drivers Association Watchdog Committee by:


Raymond Francois, Administrator


Jean E. Lamour, Chief of Staff

**NEW VISION TAXI DRIVERS
ASSOCIATION OF MIAMI, INC.
(N.V.T. A.M.D.C. INC.)**

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CONSUMER SERVICES DEPARTMENT
DIRECTOR'S OFFICE



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newvisiontaxicab@yahoo.com

Monday, July 16, 2007

**Director Cathy Grimes Peel
Consumer Services Department
140 West Flagler Street, Suite 903
Miami, Florida 33130**

Re: Taxicab Advisory Group (TAG)

Subject: Objection of TAG Formation

Dear Director Cathy:

New Vision Taxi Drivers Association Watchdog Committee Members hereby give notice that the Association objects to the members of the Selection Sub-committee appointed to be involved in the selection of new TAG Committee Member and Officer seats that would be making decisions and recommendations affecting thousands of Miami-Dade County Taxicab Chauffeurs and the enactment of County Ordinances.

Members of Selection Subcommittee were deeply involved in the violation of Miami-Dade Codes Sec. 31-84(a), Sec. 31-85(j), Sec. 31-100(i), and Sec. 31-100(j) and directly implicated in the violation of the Ex-Taxicab Advisory Group Committee (TAGC)'s Rules and Regulations that required only two members from passenger service company principals to be included in the committee. However, Les Eisenberg, Yellow Cab and Metro Taxicab representative (PSC#47), Lise Registre, Miami Lakes Taxi, Inc representative, and Patrick O'Neil, Crown Taxi, Inc. representative (PSC#41), all three are TAG members for years.

The TAG rules and Regulations also mentioned that a term limit of TAG members shall be two years and members shall not serve more than two consecutive terms. Nevertheless, the above Rules and Regulations cannot prevent most of the members to be part of the TAG.

The majority of members that governed the TAG is opening the door to taxi companies and others to oppress Cab Drivers and screws the industry. Certainly, they are ignoring Cab Driver inputs. Furthermore, the impact of the TAG on Cab Driver lives is gravely. It already impairs the ability of the drivers to earn a good living for themselves and their families. It limits the drivers' opportunities to



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newvisiontaxicab@yahoo.com

develop their considerable skills and to work for themselves, instead of others. It destroys their dream of brighter future.

Director Peel, the idea to have an Independent Taxicab Advisory Group (ITAG) is not bad. However, forming an ITAG with businessmen with big interest will never work.

As law-abiding taxpayers, residents, and constituents of Miami-Dade County, who have a great concern for the democracy of our County, we strongly object the way your Department is forming that TAG.

Finally, we requested to you and your staff to temporary suspends the operations of Taxicab Advisory Group (TAG) until this matter is mutually resolved to the satisfaction of all parties involved.

We thank you in advance for your positive and prompt response to our request.

Very truly yours,

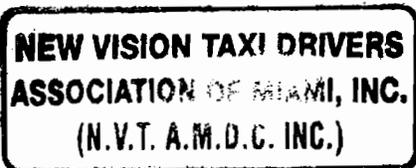
We thank you in advance for your positive and prompt response to our request.

Very truly yours,

The New Vision Taxi Drivers Association Watchdog Committee by:


Raymond Francois, Administrator


Jean E. Lamour, Chief of Staff



RECEIVED

JUL 16 2007

CONSUMER SERVICES DEPARTMENT
DIRECTOR'S OFFICE



FOR IMMEDIATE RELEASE:

CONTACT: Denise Perry 305-491-7764

Power U Center wins legal victory over Crosswinds, City of Miami, and the CRA!

In light of this significant court victory over Crosswinds and the City of Miami, Power U Center is holding a celebratory press conference to acknowledge this critical decision, demand that the City of Miami reject Crosswinds outright and that the County Commission deny Crosswind's request for additional time to complete the luxury condo project. The press conference will be held on **Monday, July 16th at 11 am, at Power U Center, 1633 NW 3rd Ave, Miami.**

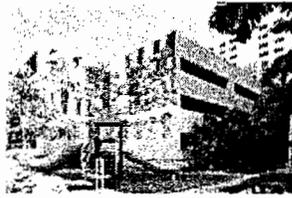
On July 9th, 2007, the Eleventh Circuit ruled that Crosswinds Communities submitted an inadequate Major Use Special Permit (MUSP) application, and that the City of Miami wrongly approved that application. The Court also found that City Commissioner Michelle Spence-Jones violated Jennings Law by not properly disclosing her trip to visit the Crosswinds project in Detroit, Michigan. This decision supports Power U Center's position that the City of Miami, and Commissioner Spence-Jones, are bending the rules to appease condo developers like Crosswinds. This corruption comes at the expense of Miami's black, low-income residents, who are in dire need of quality low-income housing. "The Court's decision shows that even big developers and City Commissioners have to follow the rules." Crosswinds Communities must resubmit a complete MUSP application for review by the Planning Advisory Board, the City of Miami and the community.

This victory is another step in stopping the Crosswinds condo project, a 1,050 unit condo project slated for 8th Street and 3rd Avenue in Overtown. Overtown residents have been fighting for three years to ensure that rather than these luxury condos, the public property be developed with quality housing within the reach of Overtown residents income. A one-bedroom condo in the Crosswinds project is likely to cost approximately \$250,000, where the area median income is no more than \$15,000 a year. The City of Miami is currently attempting to give these 12 acres of public land to Crosswinds for free.

This victory overturns the October 26th, 2006, MUSP vote to approve the Crosswinds project for public land. Over 80 Overtown residents testified for four hours that the Crosswinds project is a bad use of this valuable public land. Power U Center presented concrete alternatives to the Crosswinds project that would meet the needs of Overtown residents. Cherry Carlow states, "We are clear that we need good housing that we can afford. We are fighting to keep Crosswinds from taking what is historically and legally ours."

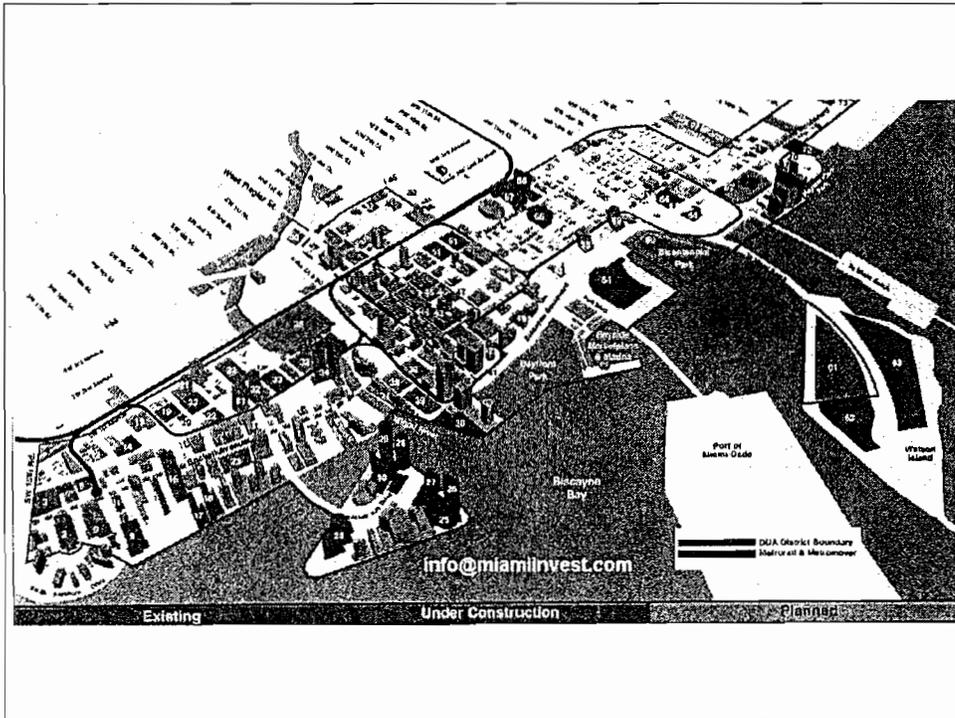
While Commissioner Spence Jones said that she opposed the project while on the campaign trail, she abandoned this position to support Crosswinds, which is favored by Mayor Diaz. Commissioner Spence-Jones proved her commitment to big developers by going as far as to violate the Jennings Law, which is meant to ensure that zoning votes are fair. Miami-Dade Commissioner Audrey Edmonson also stated her opposition to this project during her election as commissioner. However, Audrey Edmonson is currently considering extending more time to Crosswinds, rather than executing her right to take the land from the City. "It's about time the elected officials keep their commitments to their constituents, and be responsive to the community rather than big developers." Beatrice Gilbert, Overtown resident.

Development Pressures and the Need for Low-Income Housing Options in Overtown



The University of Miami School of Law
Center for Ethics & Public Service
Community Economic Development and Design Clinic

My name is Quinn Smith, and I will be speaking to you today on behalf of the Community Economic Development and Design Clinic, a part of the Center for Ethics and Public Service at the University of Miami School of Law's Center for Ethics & Public Service. I am speaking for my colleagues about development pressures and the need for low-income housing options in Overtown.



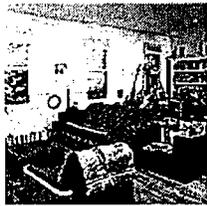
As we can see from this map, the vast majority of land in downtown Miami is privately owned and either developed, under construction, or planned for development. This presents a challenge to provide low-income housing because it is difficult to acquire affordable land that can meet the community's needs but still be the site of a successful low-income housing project. The fact that we have public land in Overtown provides a unique opportunity to build high-quality, low-income housing.

Key Components of Exemplary Low-Income Housing

- ✓ **Meets Tenant and Community Needs**
- ✓ **Rates Within Reach of all Segments of the Population**
- ✓ **Incorporates the Character of the Community**
- ✓ **Beautifully Designed**

We have researched countless successful low-income housing projects from across the country, and there are four key components that we have identified in exemplary low-income housing that we'd like to highlight for you. These are things that have been done across the country and can be done here in Miami. Exemplary low-income housing meets tenant and community needs, offers rates within reach of all segments of the population, incorporates the character of the community, and is beautifully designed.

Meets Tenant and Community Needs



First Floor Space occupied by the **Village Library**, complete with public meeting room, computers & internet access.



Burnham Building
Irvington, New York

When we say “meets tenant and community needs,” we’re talking about the Burnham Building in Irvington, NY. The first floor is a public library while the above floors are beautiful housing targeted at low income families, providing a place for these families to meet their educational goals and begin the path to their personal dreams.

http://www.rose-network.com/projects/index.html?cat_toc.html&top.html&burnham.html

Meets Tenant and Community Needs



Winchester Greens,
Richmond, VA

- ❑ A revitalized federally subsidized project with 240 units and large number of households headed by single mothers now has:
 - On-site child-care center and adult education and training classes
 - On-site branch bank
 - On-site library branch
 - Food cooperative

We're also talking about Winchester Greens in Richmond, Virginia. Developers realized that the project housed a large number of single mothers, so on-site child care was provided as well as rooms for adult education classes.

Rates Within Reach of all Segments of the Population

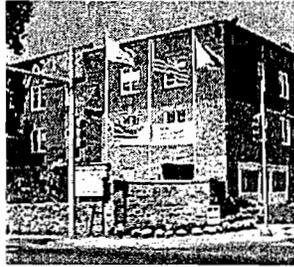


Cedar Forest Apartments
Tampa, Florida

- 200 units: 40 one-bedroom, 160 three-bedroom
- 85% of the units are targeted for 60% AMI
- 15% of the units are targeted for 35% AMI
- Amenities include laundry room, playground, pool and fitness pool

There are large number of projects that offer rates within reach of all segments of the population. Appendix F to the environmental assessment reinforces what has proven feasible and successful across the nation: a mix of income levels with the vast majority of units targeted at low-income families. One example we have identified is the Cedar Forest Apartments in Tampa. Cedar Forest has 200 units, the majority geared toward families and targeted at those earning less than 60% of the area median income, which in Miami means \$814 per month. A sizable percentage of the units are targeted for those paying an estimated rent of \$475 per month. Its success is illustrated by its long waitlist, but not only does Cedar Forest offer more affordable rents, it accepts Section 8 vouchers to make rent feasible for all families.

Rates Within Reach of All Segments of the Population



Cricket Court Commons
Philadelphia, PA

- 228 units in eight buildings
- 143 units designated for low-income senior citizens, single adults and families
- Market rate units are interspersed throughout the project

When we use the words “within reach of all segments of the population,” we’re talking about Cricket Court Commons in Philadelphia. Not only does it offer affordable rates for all levels of residents, but it is built with low-income senior citizens in mind, providing low-income housing for the young and old alike.

Rates Within Reach of All Segments of the Population

- 49 total units targeting those earning between 30-50% of AMI
- 21 units target tenants who are homeless and or disabled
- 40% of the units have Project-based Section 8 rental assistance



Pantages Apartments
Seattle, Washington

We have found dozens of successful low-income housing projects, but we couldn't fail to mention the Pantages Apartments in Seattle, Washington. Not only is the project gorgeous, but it offers great rates for all different segments of the population and makes the project affordable to everybody with Section 8 vouchers.

Incorporate the Character of Community

Maintaining the integrity and feel of the existing neighborhood by adopting similar styles and materials.



Orchard Village & Oak Hill,
Chattanooga, Tennessee

It's just as important for exemplary low-income housing to incorporate the character of the community. This means adapting the project to the existing neighborhood and making it a part of the area that everybody can be proud of.

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

Incorporate the Character of the Community



Field Street
Detroit, Michigan

Traditional building designs used in new projects fit seamlessly with the surrounding community.

Field Street is an excellent example of incorporating the character of the community. It uses traditional designs to become part of the community and develop the unique culture already present.

Beautifully Designed

Mural Incorporates
local artists' work
into design
reflecting the
character and
culture of the
neighborhood

Pinnacle View
Miami, Florida

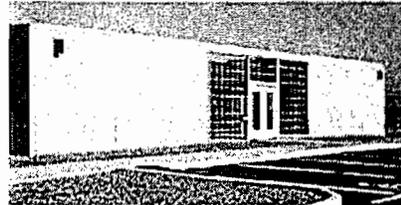
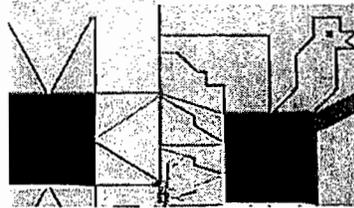


Like the dozens of low-income housing projects that offer affordable rates for all citizens, there are numerous projects that are beautifully designed. In particular, right here in Miami at Pinnacle View, a beautifully painted mural incorporates local artists' work and makes a beautifully designed low-income housing project that everybody in the city can be proud of.

Beautifully Designed

Incorporating aspects of local residents' cultural heritage into design and décor.

La Ramona Morales Memorial Apartments
Benson, Arizona



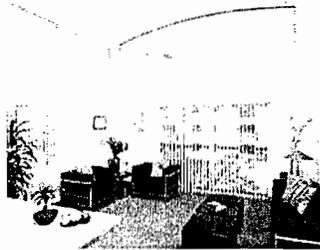
Beautifully designed low-income housing reflects the local character, like the Ramona Morales Memorial Apartments in Benson, Arizona. Beautiful design is the final piece in a recurring theme across the country, that low-income housing can be a source of pride for everybody in the area.

Beautifully Designed



The Views at 270
Los Angeles, CA

Partnership with a for-profit developer and the inclusion of retail space on the ground floor allowed for more units with room for larger families



Finally, I'd like to show you the Views at 270 in Los Angeles, CA. It's perfect to show you the constant theme, that these are examples not exceptions. There are countless low-income projects across the country that exemplify all four things that exemplary low-income housing does: meets tenant and community needs, provides rates for all segments of the population, incorporates the character of the community, and is beautifully designed. In this debate concerning Crosswinds, there are a lot issues being discussed, but one of those issues should not be whether beautiful and successful low-income housing is possible. I believe that we have shown that it is.

http://www.nbm.org/Exhibits/online/affordable_housing/ah_index.html

NOT FINAL UNTIL TIME EXPIRES
TO FILE REHEARING MOTION
AND, IF FILED, DISPOSED OF.

IN THE CIRCUIT COURT OF THE
ELEVENTH JUDICIAL CIRCUIT IN AND
FOR MIAMI-DADE COUNTY, FLORIDA

APPELLATE DIVISION

CASE NO. 06-588 AP

LOWER CASE ~~NO.~~ 06-00614

POWER U CENTER FOR SOCIAL
CHANGE, INC., BEATRICE GILBERT,
MONICA WILLIAMS and ELSIE
HUBBARD,

Petitioners,

vs.

MIAMI CITY COMMISSION, CITY
OF MIAMI, a Florida municipal
corporation, CROSSWINDS AT
POINCIANA, LLC, POINCIANA
VILLAGE OF MIAMI, LTD.,
SAWYER'S WALK, LTD., and the
CITY OF MIAMI COMMUNITY
REDEVELOPMENT AGENCY,

Respondents.

THE ORIGINAL FILED
ON JUL - 9 2007
IN THE OFFICE OF
CIRCUIT COURT DADE CO. FL

Opinion Filed: July 9, 2007

A Petition for Writ of Certiorari from the City of Miami Commission.

Charles F. Elsesser, Jr. Esq., Florida Legal Services, for Petitioners.

Jorge L. Fernandez, Esq., City Attorney, Rafael Suarez-Rivas, Assistant City Attorney and
Graham Penn, Esq., Bercow & Radell P.A. for Respondents.

Before ISRAEL REYES, WILLIAM THOMAS and JOHN SCHLESINGER, JJ.

(THOMAS, J.) Petitioners Power U Center for Social Change Inc., Beatrice Gilbert, Monica

Williams and Elsie Hubbard seek a writ of certiorari to quash the Resolution of Respondent City

of Miami Commission (Commission). After a quasi-zoning hearing on October 26, 2006, the subsequent Resolution approved a zoning application for a Major Use Special Permit (MUSP) for a project known as "Sawyer's Walk". This approval was sought by Respondent applicants Crosswinds at Poinciana, LLC, Poinciana Village of Miami Ltd., Sawyer's Walk Ltd., and the City of Miami Community Redevelopment Agency for a proposed twelve to fourteen story mixed use project consisting of 1050 condominium units and 75,000 square feet of retail space. The proposed project is located on twelve acres of vacant land between N.W. 6th Street on the south, N.W. 8th Street on the North, N.W. 1st Court on the east and N.W. 3d Avenue on the west in Overtown.

Petitioner Power U Center for Social Change Inc. is a non-profit community organization located within two blocks of the proposed project. It assists Overtown residents and advocates affordable housing and economic development. Individual Petitioners Beatrice Gilbert, Monica Williams and Elsie Hubbard are Overtown residents living within two blocks of the proposed project. Petitioners opposed the zoning application believing it will result in increased property values and a loss of affordable housing.

The standard of review on a petition for writ of certiorari challenging a zoning authority's quasi-judicial decision is limited to three questions: 1) whether procedural due process was accorded; 2) whether the essential requirements of the law were observed; and 3) whether the administrative findings were supported by competent substantial evidence. *Miami-Dade County v. Omnipoint Holdings, Inc.*, 863 So. 2d 195, 199 (Fla. 2003) and *Broward County v. G.B.V. Int'l. Ltd.*, 787 So. 2d 838, 843 (Fla. 2001). Based on the following we find that the Respondent Commission failed to comply with procedural due process and the requirements of the law.

Both parties agree that Petitioners have standing as the petition falls within the third standard of *Renard v. Dade County*, 261 So. 2d 832 (Fla. 1972) to challenge a zoning action. The Petitioners properly challenge the procedures utilized and the validity of the Resolution before its issuance.

I. Procedural Due Process

A quasi-judicial zoning hearing generally meets basic due process requirements if the parties are provided notice of the hearing and an opportunity to be heard. *Lee County v. Sunbelt Equities, II, Ltd. Partnership*, 619 So. 2d 996, 1102 (Fla. 2d DCA 1993). It is not controlled by the strict rules of evidence and procedure but a standard of basic fairness must be observed. *City of Miami v. Jervis*, 139 So. 2d 513, 515 (Fla. 3d DCA 1962). A zoning authority is not required to adhere exactly to the judicial rules of cross-examination. *Hadley v. Department of Admin.*, 411 So. 2d 184, 187 (Fla. 1982). But, it is a denial of due process for a zoning authority to limit the ability of a petitioner to present evidence to refute the testimony against him or her. *Kupke v. Orange County*, 838 So. 2d 598, 599 (Fla. 5th DCA 2003) and *Seminole Entertainment, Inc. v. City of Casselberry*, 811 So. 2d 693, 696 (Fla. 5th DCA 2001)(in basic fairness, a petitioner must be apprised of the claims against him or her, given the opportunity to cross examine witnesses, to inspect documents and to offer evidence in explanation or rebuttal).

Introduction of the Draft Environmental Assessment

First, Petitioners claim that a denial of procedural due process occurred because they were denied an opportunity to respond after the Respondent applicants introduced into evidence during rebuttal a draft environmental assessment. Respondents argue that while Petitioners were not afforded an opportunity to respond to rebuttal evidence, no right to surrebuttal exists.

It is well established that the presentation of evidence in rebuttal is permitted to contradict or explain material evidence offered by opposing counsel. *Armesto v. Weidner*, 615 So. 2d 707, 710 (Fla. 3d DCA 1992). Further, the introduction of additional evidence after the close of a hearing is not improper as to a zoning authority regardless of whether such evidence could have been presented earlier. *Florida Dept. of Corrections v. Provin*, 515 So. 2d 302, 306 (Fla. 1st DCA 1987). The procedures for the reception of additional evidence are decisions reserved exclusively for the zoning authority. *Id.* The decision to permit or exclude surrebuttal evidence lies within the discretion of the zoning authority. *Frazier v. State*, 761 So. 2d 337, 340 (Fla. 4th DCA), *rev. denied*, 743 So. 2d 508 (Fla. 1999).

Respondent applicants introduced a draft environmental assessment into the record during rebuttal. This was a crucial piece of evidence under §1702.2.3 of the Ordinance that should have been presented during the initial presentation. Petitioners correctly argue under *Kupke* that in basic fairness they were entitled to an opportunity to respond and it was not surrebuttal. It was the first time that this crucial piece of evidence was presented.

Because they were denied the opportunity to respond, Petitioners could not present their evidence that the draft environmental assessment itself was fundamentally flawed, inaccurate and incomplete. We therefore find: 1) that the Respondent Commission abused its discretion and denied the Petitioners their due process rights as they were prevented from responding to the draft environmental assessment during rebuttal and 2) that a new hearing is necessary.

Commissioner Haskins Dialogue

After the close of the public hearing, comments by the Commissioners were put into the record. Commissioner Haskins requested that Respondents' representative Matthew Schwartz

comment as to the legislative history of the 1982 Southeast Overtown/Park West redevelopment plan and the revenues generated by the proposed project.

Commissioner Haskins wanted this information put on the record because public sentiment existed that the City of Miami's failure to have an effective redevelopment plan destroyed Overtown. In fact, during the dialogue, a member of the audience called Commissioner Haskins "nasty" and stated that "[w]e voted for you all, but you all are selling yourself for money." (R. 89).

Petitioners argue that the dialogue of Commissioner Haskins with the Respondents' representative Matthew Schwartz after the close of the public hearing denied them procedural due process. While the comments of Matthew Schwartz also concerned the community input into the development of Sawyer Walk, Respondent Commission is correct that these comments were cumulative of the evidence at the public hearing. The record shows that the comments by Matthew Schwartz referred to the testimony of Jack Luft concerning the legislative history surrounding the Southeast Overtown/Park West redevelopment plan and to a chart presented in the Respondent applicants' initial presentation.

We find that it could not be said that the Petitioners were prejudiced by this cumulative testimony and their inability to respond to it. It is noted that the Petitioners never objected to the testimony of Jack Luft during the initial presentation at the public hearing. A party may not present appellate issues on certiorari review unless they were preserved by specific objection below. *Clear Channel Communications, Inc. v. City of N. Bay Village*, 911 So. 2d 188, 190 (Fla. 3d DCA 2005). Therefore, the Respondent Commission did not deny the Petitioners due process rights on this issue as the comments were merely cumulative of the initial presentation.

Independent Investigation by Commissioner Spence-Jones

Lastly, Petitioners claim they were denied procedural due process relying upon *Jennings v. Dade County*, 589 So. 2d 1337 (Fla. 3d DCA 1991), *rev. denied*, 598 So. 2d 75 (Fla. 1992). Petitioners claim a *Jennings* violation occurred because Commissioner Spence-Jones did not disclose her independent investigation until after the close of the public hearing, thus preventing them from responding. Respondent Commission argues that the independent investigation by Commissioner Spence-Jones did not violate *Jennings* as an *ex parte* communication nor §286.0115, Fla. Stat. (2006).

Ex parte communications are specifically defined as communications between an arbitrator and one of the contestants. *Sorren v. Kumble*, 578 So. 2d 836 (Fla. 3d DCA 1991). It is a violation of due process for a quasi-judicial officer to consider a communication *ex parte* and it creates a rebuttable presumption of prejudice unless shown otherwise by competent substantial evidence. *Jennings*, 589 So. 2d at 1341. The petitioner affected adversely is entitled to a new hearing unless it can be shown that the communication was not prejudicial. *Id.* This principal also applies to any independent investigation by a decision maker outside of the hearing record. *Cherry Communications, Inc. v. Deason*, 652 So. 2d 803, 804 (Fla. 1995).

Respondent Commission concedes that to gather general information regarding gentrification; Commissioner Spence-Jones spoke with residents of Respondent applicants' housing development in Detroit. The Commissioner had been in office for almost a year and the proposed project was one of her first priorities. She explained her independent investigation during the comments on the record after the close of the public hearing as follows:

I wanted to be involved in a learning process that involved listening and learning from community activists, stakeholders, and others that felt they had the best solution for the residents of Overtown. I really, really felt that it was important for me to hear from all different perspectives, so I did my own research, independently, of existing processes, and I decided personally that I wanted to

visit other cities to look at how they was kind of addressing this whole issue of gentrification because, during my campaign, you know, gentrification was the big word, and people were pushing very hard on, you know, people being moved out of their communities and other people moving in, so I really wanted to understand how other communities dealt with this issue, so I went to Detroit, where the famous Crosswinds project was, and by the way, when I went to Detroit, I went by way of being invited by the Mayor's Office...and I really wanted to get their viewpoint about what they thought about the project and what it did for the downtown area, and what it did for, you know, the community in Detroit because I thought it was important for me to hear it. I thought it was important for me to hear from the residents that lived in Detroit about how they felt about the project, and it's amazing, just like we sit in here today, you know,...it sounds like it was two different projects, based upon the folks that came from Detroit here and the people that I met there. I mean, it was the best thing since sliced bread, in visiting the city. (R. 94-95).

The Commissioner also stated that she appreciated the opinions of the two Detroit witnesses that opposed the proposed project and the fact that they were adamant about what was occurring in Detroit. At the time of this disclosure, the Petitioners had no opportunity to respond on the record nor could they object because the public hearing had been closed. Clearly, according to this record, a rebuttable presumption of prejudice arose under *Jennings* as to an ex parte communication.

As to the above statute, Respondent Commission argues that under §286.0115(1)(a) Fla. Stat. (2006) the statute's protocol for disclosure is optional and it is not obligated to apply its standards. Section 286.0115(1)(a) Fla. Stat. (2006) states in pertinent part that:

A...municipality may adopt an ordinance or resolution removing the presumption of prejudice from ex parte communications with local public officials by establishing a process to disclose ex parte communications with such officials pursuant to this subsection or by adopting an alternative process for such disclosure. However, this subsection does not require a county or municipality to adopt any ordinance or resolution establishing a disclosure process.

This statute was adopted to assist local public officials in discharging their duties to deal with the impact of *Jennings*. Op. Att'y Gen. Fla. 2007 WL 775587 (2007). It is clear that the

Respondent Commission does not have a local ordinance implementing this statute and is not required to have one. But, if a local zoning authority does not implement such a procedure, it does not remove the presumption of prejudice.

Respondent Commission argues that the statute does not preclude a Commissioner from engaging in independent investigations under §286.0115(1)(c)(3) Fla. Stat. (2006). This statute states in pertinent part:

Any person not otherwise prohibited by statute, charter provision, or ordinance may discuss with any local public official the merits of any matter on which action may be taken by any board or commission on which the local public official is a member. If adopted by county or municipal ordinance or resolution, adherence to the following procedures shall remove the presumption of prejudice arising from ex parte communications with local public officials.

.....

(3) Local public officials may conduct investigations and site visits and may receive expert opinions regarding quasi-judicial action pending before them. Such activities shall not be presumed prejudicial to the action if the existence of the investigation, site visit, or expert opinion is made a part of the record before final action on the matter.

But, the Petitioners correctly point out that §286.0115(1)(c)(4) Fla. Stat. (2006) states in pertinent part:

Disclosure made pursuant to subparagraphs...3 must be made before or during the public meeting at which a vote is taken on such matters, so that the persons who have opinions contrary to those expressed in the ex parte communication are given a reasonable opportunity to refute or respond to the communication.

The purpose of this statute is to require public officials to disclose ex-parte communications either before or during a public hearing at which final action is taken in order to assure an adverse party the opportunity to respond to such disclosures to prevent any appearance of impropriety. *City of Hollywood v. Hakanson*, 866 So. 2d 106, 107 (Fla. 4th DCA 2004); Op. Att’y Gen. Fla. 2007 WL 775587 (2007). It removes the presumption of prejudice from ex parte

communications with local public officials by establishing a process for the public disclosure of these communications. Op. Att’y Gen. Fla. 99-75 (1999). If adopted by a local board, such a policy would reassure the public that communications between a local board and parties do not violate this statute which regulates the conduct of public business. *Id.*

Under this statute, after a careful review of the record, we find the presumption of prejudice under *Jennings* was not removed. According to the record, the Commissioner conducted an independent investigation at the invitation of the Mayor of Detroit that was made part of the record before final action. This complied with §286.0115(1)(c)(3) Fla. Stat. (2006). However, the Petitioners are correct that this investigation failed to comply with §286.0115(1)(c)(4) Fla. Stat. (2006) as it was never disclosed before or during the public hearing to remove any presumption of prejudice. Rather, it was disclosed as a comment after the public hearing just before the Respondent Commission voted.

Respondent Commission claims that a disclosure occurred during the public hearing (R. 45) and the Petitioners never objected. But this disclosure only disclosed that the Commissioner visited Detroit, and not that she investigated by interviewing the Mayor’s office and residents of the housing development owned by the Respondent applicants. We therefore find that the Respondent Commission violated the Petitioners’ due process rights under *Jennings* as the presumption of prejudice was never removed by any statute or any procedure because Petitioners had no opportunity to object or rebut the independent investigation which was not properly disclosed.

II. MUSP

It is well established that a zoning authority must follow its own ordinances and procedures or else it is a departure from the requirements of the law. *O’Conner v. Dade County*,

410 So. 2d 605, 606 (Fla. 3d DCA 1982). A departure from the essential requirements of the law involves a violation of a clearly established principle of law resulting in a miscarriage of justice. *Allstate Ins. Co. v. Kaklamanos*, 843 So. 2d 885, 889 (Fla. 2003). Petitioners rely upon *Hialeah Citizens Alliance v. City of Hialeah*, 2 Fla. L. Weekly Supp. 44a (Fla. 11th Cir. Ct. Dec. 10, 1993) claiming that the Respondent Commission failed to comply with the requirements of the law due to a failure of the Respondent applicants to comply with the procedural requirements of §1702.2.3 and §1703.2 of the Ordinance for a complete zoning application. This argument involves an interpretation of the zoning ordinance.

It is well established that an administrative agency's interpretation of its own codes is entitled to great deference unless the interpretation of the code is unreasonable or is clearly erroneous. *Donato v. American Tel. & Tel. Co.*, 767 So. 2d 1146, 1153 (Fla. 2000) and *Metropolitan Dade County v. P.J. Birds, Inc.*, 654 So. 2d 170, 715 (Fla. 3d DCA 1995). It is further established that where statutory language is clear and unambiguous, it must be given its plain and ordinary meaning. *Palm Beach County Canvassing Bd. v. Harris*, 772 So. 2d 1273, 1286 (Fla. 2000).

On the record, the zoning application for an MUSP contained a project description, a traffic impact analysis and a site utility study. Included in the zoning application was a statement that an environmental assessment was inapplicable. Respondent applicants claim that they were exempted under §1702.2.3 of the Ordinance from providing a development impact study containing an environmental assessment with the zoning application. No authority has been specifically submitted by either party interpreting this procedural zoning provision.

As part of the application, a procedural requirement is specified in §1702.2.3 of the Ordinance which is entitled "development impact study" and provides that:

The applicant shall submit a development impact study which shall demonstrate whether the impact of the proposed development is favorable, adverse or neutral on the economy, public services, environment and housing supply of the City. However, no development impact study is required if the development activity for which Major Use Special Permit is sought constitutes a 'development of regional impact,' as defined by chapter 380, Florida Statutes; provided, a copy of the submissions for approval of development as a 'development of regional impact' shall be filed as a part of the application for Major Use Special Permit.

Based on its plain language, this provision requires that a development impact study be provided demonstrating that the Sawyer Walk project is favorable to the environment. However, it is undisputed that under this provision the location of the Sawyer's Walk project was situated within the Southeast Overtown/Park West Development of Regional Impact (DRI) area. Based on the plain language of the exemption in this provision, a development impact study would not be required for the Sawyer Walk project because of its location in a DRI.

But, the Petitioners correctly point out that a qualification exists in order for the exemption to be applicable. Respondents do not mention this qualification nor argue that it was satisfied. That qualification requires a copy of the submissions for approval of a development as a DRI be filed as part of the zoning application for an MUSP.

The Respondent applicants supplemented the record with the DRI submissions. But, the Petitioners are correct and no evidence exists that the Respondent applicants filed it as part of the zoning application for the exemption of this provision to be applicable. As a result, the Respondent applicants were required to submit an environmental assessment with their zoning application. The Respondent applicants filed a draft of one to comply with this provision but only during rebuttal.

The Petitioners argue that §1702.2.3 of the Ordinance must be read in conjunction with §1703.2 of the Ordinance which requires that a separate environmental impact analysis be

submitted with a zoning application for a MUSP. Respondent applicants argue that the language of §1702.2.3 of the Ordinance does not require a separate environmental impact analysis. However, this provision does not prohibit a separate environmental impact analysis as it does not mention this term and is silent as to the manner of demonstrating the impact of the proposed development.

Rather, §1703.2 of the Ordinance sets forth the mandatory findings which the Respondent Commission must make prior to approving a zoning application for a MUSP. This provision states in pertinent part:

In reaching a decision on the application as submitted, the commission shall make a determination as to whether: (a) The development will be in conformity with, or necessitate a change in, the adopted Miami Comprehensive Plan; and (b) The development is in accord with, or will necessitate a change of the district zoning classification. In arriving at such determinations, the City Commission shall consider, where applicable, the standards and criteria set forth in §1305 of this ordinance, and the standards set by this ordinance applicable to the particular actions or changes proposed, as well as the following standards:

....

(5) Whether the development will have a favorable impact on the environment and natural resources of the City based on an environmental impact analysis to be provided by the applicant.

This provision includes each of the same standards as required by §1702.2.3 of the Ordinance but also includes additional separate standards. But, unlike §1702.2.3 of the Ordinance which relates to the procedures and contents for a zoning application for a MUSP, this provision relates to the disposition of the application and the City of Miami Comprehensive Plan.

The Respondent applicants claim that a separate environmental impact analysis is not required under this provision due to the language “where applicable”. We find in this particular case, one should have been provided. It is undisputed that the Respondent Commission considered in its Resolution, the design review criteria of §1305.2 of the Ordinance under this

provision. The Resolution then determined that the proposed project would not negatively impact the environment. But the record is silent that a separate environmental impact analysis was ever provided by the Respondent applicants under this provision. However, the Respondent applicants provided a separate economic impact analysis and a traffic analysis as required under this provision.

Accordingly, in addition to the procedural due process violations previously found above, we find that the Respondent Commission departed from the essential requirements of the law in issuing the Resolution as the Respondent applicants failed to comply with the procedures to submit a complete zoning application for an MUSP. The petition for writ of certiorari is hereby granted and this cause remanded for new hearing before the Respondent Commission.

(REYES and SCHLESINGER, JJ. concur.)

COPIES FURNISHED TO COUNSEL
OF RECORD AND TO ANY PARTY
NOT REPRESENTED BY COUNSEL.

The Historic Overtown Folklife Village and District
"a destination of choice"

The Honorable Michelle Spence-Jones
District 5 Commissioner
The City of Miami and
Chair of the CRA

Wednesday, July 11, 2007

The Honorable Audrey Edmonson
District 3 Commissioner
Miami-Dade County

2 pages

**SUBJECT: Crosswinds Development and the
2006 Signed Overtown Community Benefits Agreement
for the Historic Overtown Folklife Village and District**

Dear Commissioners:

The following is a timeline of events related to the Crosswinds development and the 2006 signed Overtown Community Benefits Agreement.

This timeline was developed to provide context for some recent activities regarding the need and desire of current and former residents to receive lasting benefits from the redevelopment of Overtown. Rhetoric aside, ultimately this is the intent: (1) training and placement in jobs/careers so current residents will be able to afford housing in the area for their families, (2) affordable and workforce housing for current and former residents, (3) immediate enforceable plan of action for the 2006 signed agreement with incorporated details, (4) continued development of a cultural, entertainment and retail "destination of choice," a legacy honoring our ancestors who for more than 100 years provided the major workforce that helped build and maintain Miami and Dade County, and (5) parking for the International Longshoremen #1416 and the Lyric Theater.

In 2005 a group of Overtown stakeholders developed a Community Benefits Agreement. This document detailed support the stakeholders expected from the Crosswinds Development. After lengthy discussions the proposed document was shelved as being "too costly for the developer to implement."

October 2006 an abbreviated version of the 2005 agreement was developed and signed by the HOFDIA Chair and the President of Crosswinds. Immediately after the signing and while still seated at the table discussions about implementation began with great anticipation by HOFDIA. No preliminary plans were made for implementation. No dates were made for future meetings. Later that day at the City Commission meeting HOFDIA was among several Overtown groups who stood in support of Crosswinds development in the midst of vocal opposition. Inquires concerning implementation of the 2006 signed agreement continued in the following months. No action was taken.

February 2007 meeting of the Historic Overtown Folklife District Improvement Association. Matthew Swartz, a representative of Crosswinds, reported that they were preparing a brochure to inform potential current and former Overtown residents as well as others to consider the Crosswinds Development. To date we have not received copies of that brochure.

*Copy to
Audrey Edmonson
Raj*

July 11, 2007

2 of 2 pages

At the April 18, 2007 planning workshop of HOFDIA and the CRA Swartz requested the group to support Crosswinds' appearance at the then -next meeting of the City Commission regarding "bringing current dates on documents." There were no objections to his request. No information was given regarding the 2006 signed agreement.

June 11, 2007 Commissioner Michelle Spence-Jones chaired a meeting of Overtown stakeholders. At that meeting copies of the 2006 signed agreement were distributed. After discussion the group determined that the 2006 agreement was too narrow in scope. They decided to draft a proposed amendment.

June 20, 2007 Commissioner Audrey Edmonson chaired a meeting of Overtown stakeholders for the purpose of hearing their opinions regarding the Crosswinds development project. At the opening of the meeting I was invited to address the audience. I confirmed that a Community Benefit Agreement had been signed with the President of Crosswinds in the fall of 2006 and no plans had been made for implementation. I requested that before future development decisions are made that benchmarks for accountability be made apart of all agreements in order for the community to benefit.

June 27, 2007 a draft of the proposed amendment to the signed Community Agreement Benefit Agreement was distributed to the Historic Overtown Folklife District Association for review. As the Chair of the Historic Overtown Folklife District Association these are my thoughts:

- (1) The content of the 2007 draft amendment mirrors the detailed 2005 proposal that Crosswinds did not agree to implement. The amendment items should be incorporated into the 2006 signed agreement under the existing topics.
- (2) The group that developed the 2007 Amendment should reconvene to
 - a) incorporate the amendment items into the 2006 signed agreement under the existing topics with benchmarks for accountability; and
 - b) develop recommendations for implementation and enforcement of the 2006 signed agreement.

Upon receipt of the above named items the HOFDIA Chair will present the information to the Historic Overtown Folklife District Association for discussion and recommended action at our next regular meeting on Tuesday, July 24, 6pm-9m at the Longshoreman's Hall. If you have questions contact me at 305/634-7619.

Sincerely,



Dorothy Jenkins Fields, Ph.D.

Chair

The Historic Overtown Folklife District Improvement Association(HOFDIA)

Cc: CRA Board of Directors
HOFDIA Officers and Legacy Committee
CRA Executive Director

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Name (print) Address Zip Phone Signature

JAMES WRIGHT 1435 N.W. 41st SW 33136 James Wright
Name (print) Address Zip Phone Signature

Florencia Daniey 560 NW 7th Apt 202
Name (print) Address Zip Phone Signature

NINA THOMPSON 560 NW 7th 33136 (305) 755-9049
Name (print) Address Zip Phone Signature

Andre Smith 540 NW 7th 33136 (305) 757-5523 Andre Smith
Name (print) Address Zip Phone Signature

ANTHONY LEE 535 N.W. 7th Apt 204 33136 Anthony Lee
Name (print) Address Zip Phone Signature

CASSANDRA BOSTICK 560 NW 7th 786 389 7097
Name (print) Address Zip Phone Signature

LAU MESHIA SCOTT 560 N.W. 7th 786-357-7113
Name (print) Address Zip Phone Signature

TOKYO MARSHALL 560 NW 7th 786 318 6679
Name (print) Address Zip Phone Signature

JASON SCOTT 560 NW 7th 786 357 7113
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Ronald Daniel 560 NW 7th Apt 202

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LAUREN MESHIA SCOTT 560 NW 7th 786-357-7113

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Name (print)	Address	Zip	Phone	Signature
BO-HANKS	1217 N.W. 2 AVE	33136	305/374-5202	<i>Bo Hanks</i>
Name (print)	Address	Zip	Phone	Signature
IRA WALDEN	412 NW 19 ST	33136	305/438-0963	<i>Ira W. Walden</i>
Name (print)	Address	Zip	Phone	Signature
HARRY BRADY	1141 N.W. 2 AVE	33136		<i>Harry Brady</i>
Name (print)	Address	Zip	Phone	Signature
CYNTHIA MURRY	527 N.W. 5 ST	33136	786-306-5223	<i>Cynthia Murry</i>
Name (print)	Address	Zip	Phone	Signature
<i>[Signature]</i>		33136		<i>[Signature]</i>
Name (print)	Address	Zip	Phone	Signature
JAMES SHAW	1340 NW 1 ST	33136		<i>JAMES SHAW</i>
Name (print)	Address	Zip	Phone	Signature
CHARLES DUNNOR	1550 N. Miami Ave	33138		<i>Charles Dunnor</i>
Name (print)	Address	Zip	Phone	Signature
SAMUEL ALLEN	255 N.W. 21 ST #106	33127	786-486 ⁶⁴⁵⁹	<i>Samuel Allen</i>
Name (print)	Address	Zip	Phone	Signature
ELLIOTT POWELL	2020 N.W. 1 ST AVE	33127	305-573-8343	<i>Elliott Powell</i>
Name (print)	Address	Zip	Phone	Signature

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[Signature] 33100 *[Signature]*

Name (print)	Address	Zip	Phone	Signature
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JAMES SHAW 1340 NW 1ST C JAMES SHAW

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[Signature] 33102 - 2nd *[Signature]*
Name (print) Address Zip 33136 Phone Signature

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Tash McQueen 560 NW 7th St #302 305 416-4946 Tash McQueen
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Michael Hart 560 NW 7th St 33136 786 399-2253 Michael Hart
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Tangy Bush 560 NW 7th St 33136 786 399-2253 Tangy
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Nora Felder 560 NW 7th St 33136 786 222-2698 Nora Felder
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Thyana Bryant 560 NW 7th St 33136 (754) 423-1418
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Anna Nilsen 560 NW 7th St 33136 305-373-1605
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Frank Hecox 670 NW 7th St #101
Name (print) Address Zip Phone Signature

Ann Paron 223 NW 7th St APT 2 33136 786-380-1480 Ann Paron
Name (print) Address Zip Phone Signature

Henry Bowles 223 NW 7th St 33136 Henry Bowles
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Ann Parson 223 NW 7th St 33136 786-380-1480 Ann Parson
Name (print) Address Zip Phone Signature

Henry Bowles 223 NW 7th St APT 2 33136 Henry Bowles
Name (print) Address Zip Phone Signature

NO Crosswinds in Overtown!

PETITION

Crosswinds is a 1050-unit condo high-rise proposed for Overtown. The cost of most of these units will be \$130,000-300,000. This is not affordable for Overtown residents and will raise rents all over the neighborhood. Overtown needs guarantees of real affordable housing, real job opportunities and opportunities for local businesses.

Overtown public land and tax dollars should be used to subsidize housing for low-income Overtown residents, not rich people. We, the undersigned Overtown residents and supporters, oppose Crosswinds:

Sharelle Wright 560 NW 7th St #302 (305) 416-4946 Sharelle Wright
Name (print) Address Zip Phone Signature

Tash McQueen 560 NW 7th St #302 305 416-4946 Tash McQueen
Name (print) Address Zip Phone Signature

Michael Hart 560 NW 7th St 33136 786 399-2253 Michael Hart
Name (print) Address Zip Phone Signature

Tangy Bush 560 NW 7th St 33136 786 399-2253 Tangy Bush
Name (print) Address Zip Phone Signature

Nora Felder 560 NW 7th St 33136 786 222-2698 Nora Felder
Name (print) Address Zip Phone Signature

Thyana Bryant 560 NW 7th St 33136 (764) 423-1418 Thyana Bryant
Name (print) Address Zip Phone Signature

Anna Nilsen 560 NW 7th St 33136 305-373-1405 Anna Nilsen
Name (print) Address Zip Phone Signature

Frank Hecox 670 NW 7th St #101 Frank Hecox
Name (print) Address Zip Phone Signature

Ann Parson 223 NW 7th St APT 2 33136 786-380-1480 Ann Parson
Name (print) Address Zip Phone Signature

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Sharelle Wright 560 NW 7th St #302 305 416-4946 Sharelle Wright
Name (print) Address Zip Phone Signature

Tash McKeen 560 NW 7th St #308 305 416-4946 Tash McKeen
Name (print) Address Zip Phone Signature

Michael Hart 560 NW 7th St 33136 786 399 2253 Michael Hart
Name (print) Address Zip Phone Signature

Tangy Bush 560 NW 7th St 33136 786 399-2253 Tangy Bush
Name (print) Address Zip Phone Signature

Nora Felder 560 NW 7th St 33136 786 222-2698 Nora Felder
Name (print) Address Zip Phone Signature

Thiana Bryant 560 NW 7th St 33136 (754) 423-1418 Thiana Bryant
Name (print) Address Zip Phone Signature

Annel Nisai 560 NW 7th St 33136 305-373-1605 Annel Nisai
Name (print) Address Zip Phone Signature

Frank Healey 670 NW 7th St #101 Frank Healey
Name (print) Address Zip Phone Signature

Ann Barron 223 NW 17th St 33136 786-380-1480 Ann Barron
Name (print) Address Zip Phone Signature

Henry Bowles 223 NW 17th St APT 2 33136 Henry Bowles
Name (print) Address Zip Phone Signature

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Sharelle Wright 560 NW 7th St #302 305 416-4946 Sharelle Wright
Name (print) Address Zip Phone Signature

Tash McKeen 560 NW 7th St #302 305 416-4946 Tash McKeen
Name (print) Address Zip Phone Signature

Michael Hart 560 NW 7th St 33136 786 399-2253 Michael Hart
Name (print) Address Zip Phone Signature

Tangy Bush 560 NW 7th St 33136 786 399-2253 Tangy Bush
Name (print) Address Zip Phone Signature

Nora Felder 560 NW 7th St 33136 786 222-2698 Nora Felder
Name (print) Address Zip Phone Signature

Thyana Bryant 560 NW 7th St 33136 (754) 423-1418 Thyana Bryant
Name (print) Address Zip Phone Signature

Annel Nilsen 560 NW 7th St 33136 305-373-1405 Annel Nilsen
Name (print) Address Zip Phone Signature

Frank Healey 670 NW 7th St #180 Frank Healey
Name (print) Address Zip Phone Signature

Ann Barron 223 NW 17th St 33136 786-380-1480 Ann Barron
Name (print) Address Zip Phone Signature

Henry Bowles 223 NW 17th St APT 2 33136 Henry Bowles
Name (print) Address Zip Phone Signature

NO Crosswinds in Overtown!

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Overtown public land and tax dollars should be used to subsidize housing for low-income Overtown residents, not rich people. We, the undersigned Overtown residents and supporters, oppose Crosswinds:

Rayfield Allen	675 N.W. 17 th St	33136	788-260-1185	Rayfield Allen
Name (print)	Address	Zip	Phone	Signature
STEVEN Wright	675 N.W. 17 th St	MIAMI FL 33134	(305) 572-0243	Steven Wright
Name (print)	Address	Zip	Phone	Signature
Lillie L. Hester	675 N.W. 17 th St	33136		Lillie Hester
Name (print)	Address	Zip	Phone	Signature
Douglas WYRE			219 NW 3 Ave	
Name (print)	Address	Zip	Phone	Signature
Alberta Barnes	239 NW 3 rd AVE	33134	N/A	Alberta Barnes
Name (print)	Address	Zip	Phone	Signature
HAROLD ISON	DCY	33131		Harold Ison
Name (print)	Address	Zip	Phone	Signature
GEORGE MORTIMORE	2390 N.W. 59 th St		Miami, FLA	Geo. Mortimore L.
Name (print)	Address	Zip	Phone	Signature
BILL THOMPSON	1137 N.W. 5 th St		N/A	BILL THOMPSON
Name (print)	Address	Zip	Phone	Signature
Mary Addison	2417 N.W. 31 AVE			Mary Addison
Name (print)	Address	Zip	Phone	Signature
Rodney Smith	1924 N.W. 5 PL.			Rodney Smith
Name (print)	Address	Zip	Phone	Signature

NO Crosswinds in Overtown!

PETITION

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Name (print)	Address	Zip	Phone	Signature
Rayfield Allen	675 N.W. 17 th St	33136	788-260-1185	Rayfield Allen
STEVEN Wright	675 N.W. 17 th St	MIAMI FL 33134	(305) 572-0243	Steven Wright
Lillie L. Hester	675 N.W. 17 th St	33136		Lillie Hester
Douglas WYRE			219 NW 3 Ave	
Alberta Barnes	239 NW 3 rd AVE	33134	N/A	Alberta Barnes
HAROLD WILSON	DCY	33131		Harold Wilson
GEORGE MORTIMORE	2390 N.W. 59 th St		Miami, FL	Geo. Mortimore
BILL THOMPSON	1137 N.W. 5 th St			BILL THOMPSON
Mary Addison	2417 N.W. 21 AVE			Mary Addison
Rodney Smith	1924 N.W. 5 PL.			Rodney Smith

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Rayfield Allen	675 N.W. 17 th St	33136	788-260-1185	Rayfield Allen
Name (print)	Address	Zip	Phone	Signature
STEVEN Wright	675 N.W. 17 th St	MIAMI FL 33136	(305) 572-0243	Steven Wright
Name (print)	Address	Zip	Phone	Signature
Lillie L. Hester	675 N.W. 17 th St	33136		Lillie Hester
Name (print)	Address	Zip	Phone	Signature
Douglas WYRE			219 NW 3 Ave	
Name (print)	Address	Zip	Phone	Signature
Alberta Barnes	239 NW 3 rd AVE	33134	N/A	Alberta Barnes
Name (print)	Address	Zip	Phone	Signature
HAROLD WILSON	DCY	33131		Harold Wilson
Name (print)	Address	Zip	Phone	Signature
GEORGE MORTIMORE	2390 N.W. 59 th St		Miami, FL	Geo. Mortimore
Name (print)	Address	Zip	Phone	Signature
BILL THOMPSON	1137 N.W. 5 th St		N/A	BILL THOMPSON
Name (print)	Address	Zip	Phone	Signature
Mary Addison	2417 N.W. 31 AVE			Mary Addison
Name (print)	Address	Zip	Phone	Signature
Rodney Smith	1924 N.W. 5 PL.			Rodney Smith
Name (print)	Address	Zip	Phone	Signature

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- | | | | | |
|------------------|-------------------------------|----------------|----------------|-------------------|
| Rayfield Allen | 675 N.W. 17 th St | 33136 | 788-260-1185 | Rayfield Allen |
| Name (print) | Address | Zip | Phone | Signature |
| STEVEN Wright | 675 N.W. 17 th St | MIAMI FL 33134 | (305) 572-0243 | Steven Wright |
| Name (print) | Address | Zip | Phone | Signature |
| Lillie L. Hester | 675 N.W. 17 th St | 33136 | | Lillie Hester |
| Name (print) | Address | Zip | Phone | Signature |
| Douglas WYRE | | | 219 NW 3 Ave | |
| Name (print) | Address | Zip | Phone | Signature |
| Alberta Barnes | 239 NW 3 rd Ave | 33134 | N/A | Alberta Barnes |
| Name (print) | Address | Zip | Phone | Signature |
| HAROLD WILSON | DCY | 33131 | | Harold Wilson |
| Name (print) | Address | Zip | Phone | Signature |
| GEORGE MORTIMORE | 2390 N.W. 59 th St | | Miami, FL | Geo. Mortimore L. |
| Name (print) | Address | Zip | Phone | Signature |
| BILL THOMPSON | 1137 NW 5 th St | | N/A | BILL THOMPSON |
| Name (print) | Address | Zip | Phone | Signature |
| Mary Addison | 2417 N.W. 21 Ave | | | Mary Addison |
| Name (print) | Address | Zip | Phone | Signature |
| Rodney Smith | 1924 N.W. 5 Pl. | | | Rodney Smith |
| Name (print) | Address | Zip | Phone | Signature |

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Name (print)	Address	Zip	Phone	Signature
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Name (print)	Address	Zip	Phone	Signature
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33136 (305) 576-3960

ALMETA OLIVER 340 N.W. 17th ST. #507 33136 Almeta Oliver

PATRICIA OLIVER 500 N.W. 17th ST 33136 (305) 576-3960 Patricia Oliver

JAMIE WEEKS 1658 N.W. 4th AVE Jamie Weeks

JEANNE STON 239 NW 3rd AVE Jeanne Stone

MAURICE SULES 1948 N.W. 2nd COURT 33134 Maurice Sules

DAVID SMITH 1844 NW 2nd ST David Smith

PERRY PLUMMER 1831 N.W. 8th AVE 786-587-4539 Perry Plummer

CHRISTIAN SMITH III 1909 N.W. 5th ST FATHER Christian Smith III

RUBY SMITH 690 NW 40th ST #606 Ruby Smith

DREW JOHNSON 1999 NW 17th 33136 Drew Johnson

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Name (print) Address Zip Phone Signature

PATRICIA OLIVER 500 N.W. 17th 33136 (305) 576-3960 Patricia Oliver
Name (print) Address Zip Phone Signature

JAMIE WEEKS 1658 N.W. 4th Ave Jamie Weeks
Name (print) Address Zip Phone Signature

JERMAINE JONES 239 NW 3 Ave Jermaine Jones
Name (print) Address Zip Phone Signature

MAURICE SULES 1948 N.W. 2nd Court 33134 Maurice Sules
Name (print) Address Zip Phone Signature

DAVID SMITH 1844 NW 2 St David Smith
Name (print) Address Zip Phone Signature

PERRY PLUMMER 1831 N.W. 8th Ave 786-587-4539 Perry Plummer
Name (print) Address Zip Phone Signature

CHRISTIAN SMITH III 1999 N.W. 5th St Christian Smith
Name (print) Address Zip Phone Signature

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JAMIE WEEKS 1658 N.W. 4th AVE Jamie Weeks
Name (print) Address Zip Phone Signature

JERMAINE SIMON 239 NW 3rd AVE Jermaine Simon
Name (print) Address Zip Phone Signature

MAURICE SULES 1948 N.W. 2nd COURT 33134 Maurice Sules
Name (print) Address Zip Phone Signature

DAVID SMITH 1844 NW 2nd ST David Smith
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Name (print) Address Zip Phone Signature

CHRISTIAN SMITH III 1909 N.W. 5th ST. HUR Christian Smith
Name (print) Address Zip Phone Signature

RUBY SMITH 690 NW 40th ST #606 Ruby Smith
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DAVEY JOHNSON 1999 NW 19th 33136 Davey Johnson
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AMETA OLIVER 340 N.W. 17th ST. #507 AMETA OLIVER
Name (print) Address Zip Phone Signature

PATRICIA OLIVER 500 N.W. 17th ST 33136 (305) 576-3960 PATRICIA OLIVER
Name (print) Address Zip Phone Signature

JAMIE WEEKS 1658 N.W. 4th AVE JAMIE WEEKS
Name (print) Address Zip Phone Signature

JERMAINE SIMON 239 NW 3rd AVE JERMAINE SIMON
Name (print) Address Zip Phone Signature

MAURICE SULES 1948 N.W. 2nd COURT 33134 MAURICE SULES
Name (print) Address Zip Phone Signature

DAVID SMITH 1844 NW 2nd ST DAVID SMITH
Name (print) Address Zip Phone Signature

PERRY PLUMMER 1831 N.W. 8th AVE 786-587-4539 PERRY PLUMMER
Name (print) Address Zip Phone Signature

CURTIS SMITH III 1909 N.W. 5th ST CURTIS SMITH
Name (print) Address Zip Phone Signature

RUBY SMITH 690 NW 40th ST #606 RUBY SMITH
Name (print) Address Zip Phone Signature

DAVID JOHNSON 1999 NW 19th ST 33136 DAVID JOHNSON
Name (print) Address Zip Phone Signature

10/15/17
10/15/17

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Personnel 1967 N.W. 3rd Ave none Avon Wilcox
Name (print) Address Zip Phone Signature

Mary Butler 1670 N.W. 4th Ave #120 305-573-6661 Mary Butler
Name (print) Address Zip Phone Signature

Lucille Hudson 1670 NW 4th Ave 33136 305-576-3078 Lucille Hudson
Name (print) Address Zip Phone Signature

Shutara Piedrasanta 7541 Fairway Blvd. 33023 954-961-4856 Shutara Piedrasanta
Name (print) Address Zip Phone Signature

Clara Wallace 1670 N.W. 4th Ave #129 Clara Wallace
Name (print) Address Zip Phone Signature

Eunice Wooden 1670 N.W. 4th Ave 573-6684 Eunice Wooden
Name (print) Address Zip Phone Signature

Andrea Ezell 1670 N.W. 4th Ave 573-0084 Andrea Ezell
Name (print) Address Zip Phone Signature

Joseph Pinder 510 NW 17th St 33136 Joseph Pinder
Name (print) Address Zip Phone Signature

Lacenia Smith 1222 NW 14th Ave 33147 Lacenia Smith
Name (print) Address Zip Phone Signature

Lorenzo Gaines 1660 NW 4th Ave #15B 33136 (305) 573-2508 Lorenzo Gaines
Name (print) Address Zip Phone Signature

High winds in Overtown

NO Crosswinds in Overtown!

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Personnel of 1967 N.W. 13th Ave none Avon Wilcox
Name (print) Address Zip Phone Signature

Mary Butler 1670 N.W. 4th Ave #120 305-573-6661 Mary Butler
Name (print) Address Zip Phone Signature

Lucille Hudson 1670 NW 4th Ave 33136 305-576-3078 Lucille Hudson
Name (print) Address Zip Phone Signature

Shutara Piedrasanta 7541 Fairway Blvd. 33023 954-961-4856 Shutara Piedrasanta
Name (print) Address Zip Phone Signature

Clara Wallace 1670 N.W. 4th Ave #129 Clara Wallace
Name (print) Address Zip Phone Signature

Eunice Wooden 1670 N.W. 4th Ave 573-6684 Eunice Wooden
Name (print) Address Zip Phone Signature

Andrea Ezell 1670 N.W. 4th Ave 573-0084 Andrea Ezell
Name (print) Address Zip Phone Signature

Joseph Pinder 510 NW 17th St 33136 Joseph Pinder
Name (print) Address Zip Phone Signature

Leonia Smith 1322 NW 17th St 53147 Leonia Smith
Name (print) Address Zip Phone Signature

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Handwritten notes at top right corner.

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Person *1967 N.W. 3rd* *none* *Avon Wilcox*
Name (print) Address Zip Phone Signature

Mary Butler *1670 N.W. 4th Ave. #120* *305-573-6661* *Mary Butler*
Name (print) Address Zip Phone Signature

Lucille Hudson *1670 NW 4th* *33136* *305-576-3078* *Lucille Hudson*
Name (print) Address Zip Phone Signature

Shutara Piedrasanta *7541 Fairway Blvd.* *33023* *954-961-4856* *Shutara Piedrasanta*
Name (print) Address Zip Phone Signature

Clara Wallace *1670 N.W. 4th Ave #129* *Clara Wallace*
Name (print) Address Zip Phone Signature

Eunice Wooden *1670 N.W. 4th Ave* *573-6684* *Eunice Wooden*
Name (print) Address Zip Phone Signature

Andrea Ezell *1670 NW 4th Ave* *573-0084* *Andrea Ezell*
Name (print) Address Zip Phone Signature

Joseph Pinder *510 NW 17th St* *33136* *Joseph Pinder*
Name (print) Address Zip Phone Signature

Lorinda Smith *1322 NW 17th* *33147* *Lorinda Smith*
Name (print) Address Zip Phone Signature

Lorenzo Gaines *1660 NW 4th Ave #15B* *33136* *(305) 573-2508* *Lorenzo Gaines*
Name (print) Address Zip Phone Signature

Highly visible in the night

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• High Winds 1/15/17
Winds

NO Crosswinds in Overtown!

PETITION

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Overtown public land and tax dollars should be used to subsidize housing for low-income Overtown residents, not rich people. We, the undersigned Overtown residents and supporters, oppose Crosswinds:

Personnel 1967 N.W. 3rd none Aaron Wilcox
Name (print) Address Zip Phone Signature

Mary Butler 1670 N.W. 4th Ave. #120 305-573-6661 Mary Butler
Name (print) Address Zip Phone Signature

Lucille Hudson 1670 NW 4th 33136 305-576-3078 Lucille Hudson
Name (print) Address Zip Phone Signature

Shutara Piedrasanta 7541 Fairway Blvd. 33023 954-961-4856 Shutara Piedrasanta
Name (print) Address Zip Phone Signature

Clara Wallace 1670 N.W. 4th Ave #129 Clara Wallace
Name (print) Address Zip Phone Signature

Eunice Wooden 1670 N.W. 4th Ave 573-6684 Eunice Wooden
Name (print) Address Zip Phone Signature

Andrea Ezell 1670 NW 4th Ave 573-0044 Andrea Ezell
Name (print) Address Zip Phone Signature

Joseph Pinder 510 NW 17th St 33136 Joseph Pinder
Name (print) Address Zip Phone Signature

Leornia Smith 1322 NW 14th 33147 Leornia Smith
Name (print) Address Zip Phone Signature

Lorenzo Gaines 1660 NW 4th Ave #15B 33136 (305) 573-2508 Lorenzo Gaines
Name (print) Address Zip Phone Signature

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Robert Alvarez 675 NW 17 St Robert Alvarez
Name (print) Address Zip Phone Signature

Hubert George 675 NW 17th St. Hubert George
Name (print) Address Zip Phone Signature

Willie Neal 675 N.W. 17th St 33136 576-9375 Willie Neal
Name (print) Address Zip Phone Signature

John Lyals 675 NW 17th St 33136 434-0739 John Lyals
Name (print) Address Zip Phone Signature

Madeline Lopez 575 N.W. 17th St. #307, Mi, Fl, 33136 Madeline Lopez
Name (print) Address Zip Phone Signature

Zartavia Kirkland 540 N.W. 7th Apt 39 Mi, Fl 786-463-3572
Name (print) Address Zip Phone Signature

Kim #30 540 NW 7 37134 Kim
Name (print) Address Zip Phone Signature

Marvin M^{rs} Donald 560 NW 7th St #301 786-355-0276 Marvin M^{rs} Donald
Name (print) Address Zip Phone Signature

Tris McClain 560 NW 7th St Apt 302 305-416-4546 Tris McClain
Name (print) Address Zip Phone Signature

Lisa M^{rs} Chen 560 NW 7th St #302 305-416-4546 Lisa M^{rs} Chen
Name (print) Address Zip Phone Signature

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Willie Neal 675 N.W. 17th St 33136 576-9375 Willie Neal
Name (print) Address Zip Phone Signature

John Lyals 675 NW 17th St 33136 438-0339 John Lyals
Name (print) Address Zip Phone Signature

Nadine Ly 575 N.W. 17th St. #307, Mi, Fl, 33136 Nadine Ly
Name (print) Address Zip Phone Signature

Zartavia Kirkland 540 N.W. 7th Apt 39 Mi, Fl 786-465-3572
Name (print) Address Zip Phone Signature

WAM #38 540 N.W. 7 33136 WAM
Name (print) Address Zip Phone Signature

Marvin Mc Donald 560 N.W. 7th St #301 786-3551076 Marvin Mc Donald
Name (print) Address Zip Phone Signature

TRIS MCLAIN 560 NW 7th ST APT 302 305-416-4946 Tris McLain
Name (print) Address Zip Phone Signature

Wesley Chen 560 NW 7th St 33136 305-464-9444 Wesley Chen
Name (print) Address Zip Phone Signature

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Nadine Ly 675 N.W. 17th St. #307, Mi, Fl, 33136 Nadine Ly
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Name (print) Address Zip Phone Signature

Lee #38 540 NW 7 33136 Lee
Name (print) Address Zip Phone Signature

Marvin Mc Donald 560 NW 7th St #301 786-3551076 Marvin Mc Donald
Name (print) Address Zip Phone Signature

Tris McClain 560 NW 7th St Apt 302-305 305-416-4546 Tris McClain
Name (print) Address Zip Phone Signature

Lisa M. Chan 560 NW 7th St 33136 305-46-4944 Lisa M. Chan
Name (print) Address Zip Phone Signature

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John Lyals 675 NW 17th St 33136 438-0739 John Lyals
Name (print) Address Zip Phone Signature

NaDor Ly #307 575 N.W. 17th St. #307, Mi, Fl, 33136 NaDor Ly
Name (print) Address Zip Phone Signature

Zartavia Kirkland 540 N.W. 7th Apt 39 Mi, Fl 786-463-3572
Name (print) Address Zip Phone Signature

Liam #307 540 N.W. 7 33136 Liam
Name (print) Address Zip Phone Signature

Marvin Mc Donald 560 NW 7th St #301 786-355-0726 Marvin Mc Donald
Name (print) Address Zip Phone Signature

TRIS MCLAIN 560 NW 7th ST APT 302 305-416-4546 Tris Mc Lain
Name (print) Address Zip Phone Signature

Lisa M. Chan 560 NW 7th St 33136 305-466-4944 Lisa M. Chan
Name (print) Address Zip Phone Signature

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John Lyals 675 NW 17th St 33136 4340339 John Lyals
Name (print) Address Zip Phone Signature

NaDor Ly 575 N.W. 17th St. #307, Mi, Fl, 33136 NaDor Ly
Name (print) Address Zip Phone Signature

Zartavia Kirkland 540 N.W. 7th Apt 39 Mi, Fl 786-463-3572
Name (print) Address Zip Phone Signature

Lee #30 540 N.W. 7 33136 Lee
Name (print) Address Zip Phone Signature

Marvin M^{rs} Donald 560 N.W. 7th St #301 786-3551026 Marvin M^{rs} Donald
Name (print) Address Zip Phone Signature

Tris McLean 560 NW 7th St Apt 302 305-416-4546 Tris McLean
Name (print) Address Zip Phone Signature

Leslie Chen 560 NW 7th St 33136 305-46-4944 Leslie Chen
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- | Name (print) | Address | Zip | Phone | Signature |
|-------------------|-----------------------------------|-------|----------------|---------------------|
| MARCUS D. DAVIS | 503 N.W. 8 th | | 305) 374-3732 | Miami, FL Miami, FL |
| MARINA KELL | 712 NE 5 th AVE | | | Maryline Kell |
| ALVIN TAYLOR JR. | 1837 NW 3 rd AVE | 33136 | (305) 573-0363 | Alvin Taylor Jr. |
| Diane Watkins | 445 N.W. 4 th St #1103 | 33128 | 305-579-8632 | Diane Watkins |
| JONATHAN WILLIAMS | 445 NW 4 th St #1111 | | 305-755-9048 | |
| CAROLLE EVANS | 591 NW 8 th St | 33136 | 305 374-8505 | Carolle Evans |
| Soyce Thomas | 591 NW 8 th St | 33136 | 305 374-8505 | Constance Evans |
| Jickie Thomas | 591 NW 8 th St | 33136 | 305 374-8505 | Constance Evans |
| Rad. John EVANS | 591 NW 8 th St | 33136 | 305 374-8505 | Rad. John EVANS |
| Janette Winger | 560 NW 7 th St | 33136 | 786-2908376 | |

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MARCUS D. DAVIS 503 N.W. 8th 305) 374-3732 MIAMI, FL MCDONALD
 Name (print) Address Zip Phone Signature

Maxine Bell 712 NE 5th Ave Wynonie Lewis
 Name (print) Address Zip Phone Signature

ALVIN TAYLOR JR. 1837 NW 3rd 33136 (305) 573-0363 Alvin Taylor
 Name (print) Address Zip Phone Signature

Diane Watkins 445 NW 4th #1103 33128 305-599-8632 Dianne Watkins
 Name (print) Address Zip Phone Signature

Jonathan Williams 445 NW 4th #1111 305-755-9098
 Name (print) Address Zip Phone Signature

Carrie Evans 591 NW 8th 33136 305 374-8505 Carrie Evans
 Name (print) Address Zip Phone Signature

Spence Thomas 591 NW 8th 33136 305 374-8505 Constance Evans
 Name (print) Address Zip Phone Signature

Lickie Thomas 591 NW 8th 33136 305 374-8505 Constance Evans
 Name (print) Address Zip Phone Signature

Radford Evans 591 NW 8th 33136 305 374-8505 Radford Evans
 Name (print) Address Zip Phone Signature

Janette Wilson 560 NW 7th 33136 786-2908376
 Name (print) Address Zip Phone Signature

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Name (print)	Address	Zip	Phone	Signature
MARCUS D. DAVIS	503 N.W. 8 th		305) 374-3732	
MARINA KELL	712 NE 5 th AVE			
ALVIN TAYLOR JR.	1837 NW 3 rd AVE	33136	(305) 573-0363	
Diane Watkins	445 N.W. 4 th #1103	33128	305-599-8632	
JONATHAN WILLIAMS	445 NW 4 th #1111	305	755-9098	
CAROLLE EVANS	591 NW 8 th ST	33136	305 374-8505	
SONCE THOMAS	591 NW 8 th ST	33136	305 374-8505	
ICKIE THOMAS	591 NW 8 th ST	33136	305 374-8505	
RODGER EVANS	591 NW 8 th ST	33136	305 374-8505	
JANETTE WILSON	560 NW 7 th ST	33136	786-2908376	

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Had. god EVANS 591 NW 8th 33136 305 374-8505
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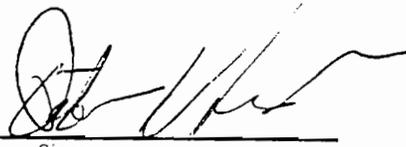
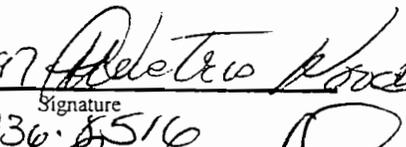
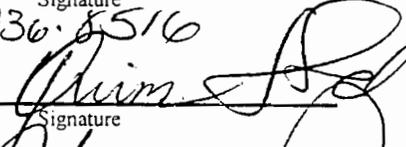
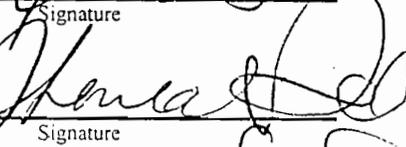
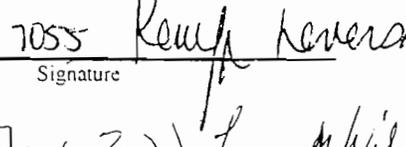
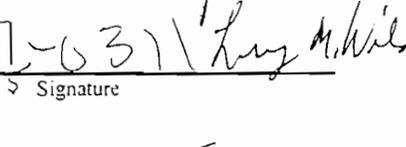
Name (print)	Address	Zip	Phone	Signature
MARCUS D. DAVIS	503 N.W. 8 th		305) 374-3732	
MARINA KELL	712 NE 5 th AVE			<i>Marina Kell</i>
ALVIN TAYLOR JR.	1837 NW 3 rd AVE	33136	(305) 573-0363	<i>Alvin Taylor Jr.</i>
Diane Watkins	445 N.W. 4 th #1103	33128	305-579-8632	<i>Diane Watkins</i>
JONATHAN WILLIAMS	445 NW 4 th #1111		305-755-9098	<i>Jonathan Williams</i>
CAROLLE EVANS	591 NW 8 th St	33136	305 374-8505	<i>Carolle Evans</i>
Sandra Thomas	591 NW 8 th St	33136	305 374-8505	<i>Sandra Thomas</i>
Jickie Thomas	591 NW 8 th St	33136	305 374-8505	<i>Jickie Thomas</i>
PHILIP EVANS	591 NW 8 th St	33136	305 374-8505	<i>Philip Evans</i>
Janelle Wilson	560 NW 7 th St	33136	786-290-8376	<i>Janelle Wilson</i>

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Name (print)	Address	Zip	Phone	Signature
Detavia Woods	1990 N.W. 4 th St #6	33134	305 576-5104	
Demetric Woods	1940 N.W. 4 th St #1	33136	305 576-8997	
Quinn Steward	149 NW 11 th St Apt 8	33130	786-236-8516	
Theresa Steward	1955 NW 5 th St	33136	305 579-9417	
atorria Steward	1910 NW 5 th St	33136	305-970-4431	
Jeanne Keith	1955 NW 5 th St	33136	786 444 5788	
Yanni Levenson	1999 NW 5 th St #18	33136	(305) 573-7055	
Lucy Wilson	1944 NW 5 th St	33136	786-337-6311	
HENRIETTE BROWN	1936 NW 5 th place	33136	305-573-1309	
Velma Brown	1940 NW 5 th place	33136	305 576-8759	

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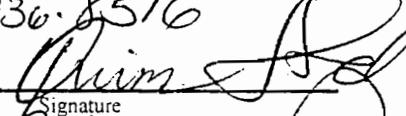
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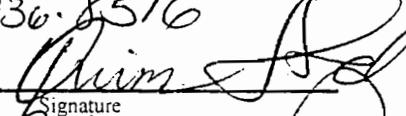
Detavia Woods 1998 N.W. 4th #6 33134 305 576-5104 

Name (print)	Address	Zip	Phone	Signature
Detavia Woods	1998 N.W. 4 th #6	33134	305 576-5104	

Demetric Woods 1940 N.W. 4th #1 33134 305 576-8997 
 786-236-8516

Name (print)	Address	Zip	Phone	Signature
Demetric Woods	1940 N.W. 4 th #1	33134	305 576-8997	

Quinn Steward 149 NW 11th Apt 8 33130 305 576-9417 

Name (print)	Address	Zip	Phone	Signature
Quinn Steward	149 NW 11 th Apt 8	33130	305 576-9417	

Theresa Steward 1955 NW 5th 33136 305 576-9417 

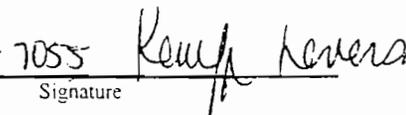
Name (print)	Address	Zip	Phone	Signature
Theresa Steward	1955 NW 5 th	33136	305 576-9417	

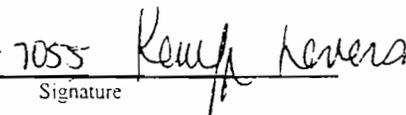
atorria Steward 1910 NW 5th 33136 305-970-4431 

Name (print)	Address	Zip	Phone	Signature
atorria Steward	1910 NW 5 th	33136	305-970-4431	

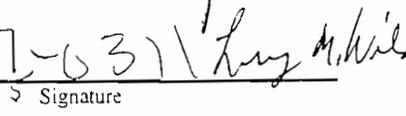
Jeanne Keith 1955 NW 5th 33136 786 4444-5708 

Name (print)	Address	Zip	Phone	Signature
Jeanne Keith	1955 NW 5 th	33136	786 4444-5708	

Yanni Levenson 1999 NW 5th 33136 (305) 573-7055 
 Kemp Levenson

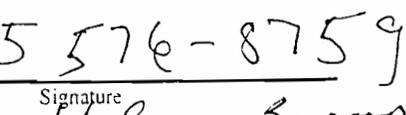
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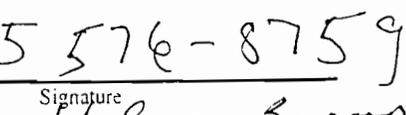
Luz Wilson 1944 NW 23 33136 786-337-0311 
 Luz M. Wilson

Name (print)	Address	Zip	Phone	Signature
Luz Wilson	1944 NW 23	33136	786-337-0311	

Yen Rette Brown 1936 NW 5th place 33136 305-573-6309 
 Yen Rette Brown

Name (print)	Address	Zip	Phone	Signature
Yen Rette Brown	1936 NW 5 th place	33136	305-573-6309	

Velma Brown 1940 NW 5th place 305 576-8759 
 Velma Brown

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Velma Brown	1940 NW 5 th place		305 576-8759	

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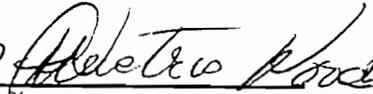
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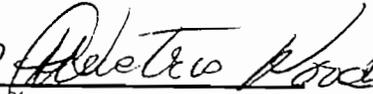
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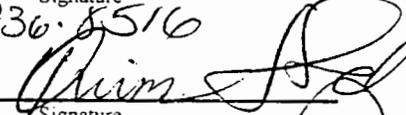
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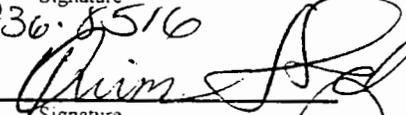
Detavia Woods 1990 N.W. 4th #6 33134 305 576-5104 

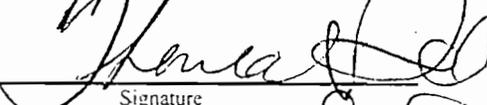
Name (print)	Address	Zip	Phone	Signature
Detavia Woods	1990 N.W. 4 th #6	33134	305 576-5104	

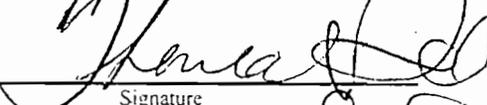
Demetric Woods 1940 N.W. 4th #1 33134 305 576-8997 
786-236-8516

Name (print)	Address	Zip	Phone	Signature
Demetric Woods	1940 N.W. 4 th #1	33134	305 576-8997	

Quinn Steward 149 NW 11th Apt 8 33136 305 579-9417 
786-236-8516

Name (print)	Address	Zip	Phone	Signature
Quinn Steward	149 NW 11 th Apt 8	33136	305 579-9417	

Theresa Steward 1955 NW Sp1 33136 305 579-9417 

Name (print)	Address	Zip	Phone	Signature
Theresa Steward	1955 NW Sp1	33136	305 579-9417	

atorria Steward 1910 NW Sp1 33136 305-970-4431 

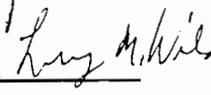
Name (print)	Address	Zip	Phone	Signature
atorria Steward	1910 NW Sp1	33136	305-970-4431	

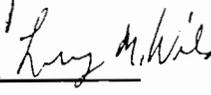
Janan Keith 1955 NW Sp 33136 786 4444 5708 

Name (print)	Address	Zip	Phone	Signature
Janan Keith	1955 NW Sp	33136	786 4444 5708	

Yanni Levenson 1990 NW Sp1 33136 (305) 573-7055 
Kemp Levenson

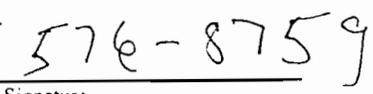
Name (print)	Address	Zip	Phone	Signature
Yanni Levenson	1990 NW Sp1	33136	(305) 573-7055	

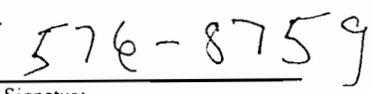
Lucy Wilson 1944 NW 33136 786-337-0311 
Lucy Wilson

Name (print)	Address	Zip	Phone	Signature
Lucy Wilson	1944 NW	33136	786-337-0311	

HERRETT BROWN 1936 NW 5th place 33136 305-573-6309 
Herrett Brown

Name (print)	Address	Zip	Phone	Signature
HERRETT BROWN	1936 NW 5 th place	33136	305-573-6309	

Velma Brown 1940 NW 5th place 305 576-8759 
Velma Brown

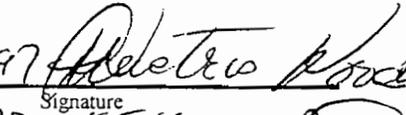
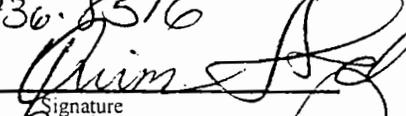
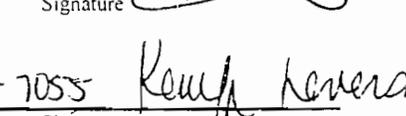
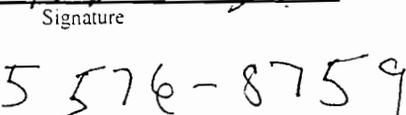
Name (print)	Address	Zip	Phone	Signature
Velma Brown	1940 NW 5 th place		305 576-8759	

NO Crosswinds in Overtown!

PETITION

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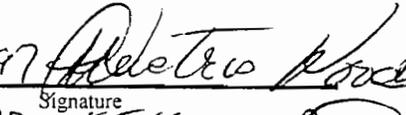
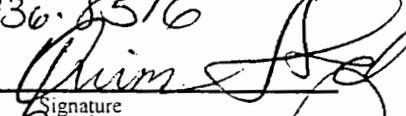
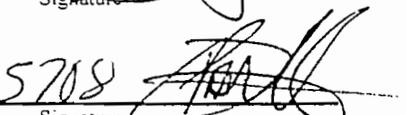
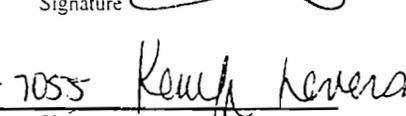
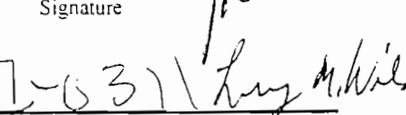
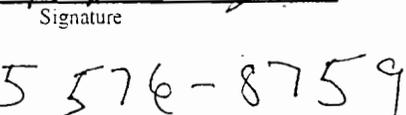
Name (print)	Address	Zip	Phone	Signature
Detavia Woods	1998 N.W. 4 th St #6	33134	305 576-5104	
Demetric Woods	1940 N.W. 4 th St #1	33136	305 576-8997	
Quinn Steward	149 NW 11 th St Apt 8	33130	786-236-8516	
Theresa Steward	1955 NW 5 th St	33136	305 579-9417	
atorria Steward	1910 NW 5 th St	33136	305-970-4431	
Jenan Keith	1955 NW 5 th St	33136	786 444-5708	
Yanni Levenson	1999 NW 5 th St	33136	(305) 573-7055	
Lucy Wilson	1944 NW 5 th St	33136	786-337-0311	
Fenette Brown	1936 NW 5 th St place	33136	305-573-6309	
Velma Brown	1940 NW 5 th St place	33136	305 576-8759	

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Name (print)	Address	Zip	Phone	Signature
Detavia Woods	1998 N.W. 4 th #6	33134	305 576-5104	
Demetric Woods	1940 N.W. 4 th #1	33134	305 576-8997	
Quinn Steward	149 NW 11 th Apt F	33130	786-236-8516	
Theresa Steward	1955 NW 5 th St	33136	305 579-9417	
atorria Steward	1910 NW 5 th St	33136	305-970-4431	
Jeanne Keith	1955 NW 5 th St	33136	786 444-5708	
Yanni Levenson	1999 NW 5 th St	33136	(305) 573-7055	
Lucy Wilson	1944 NW 5 th St	33136	786-337-0311	
Yen Rette Brown	1936 NW 5 th place	33136	305-573-1309	
Velma Brown	1940 NW 5 th place	33136	305 576-8759	

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Cynthia Owens	7829 NW 2 nd Ct. Apt 11	33136		Cynthia Owens
Name (print)	Address	Zip	Phone	Signature
Ramona Wilcox	1999 NW 5 th Place #3	33136	305 576-2683	Ramona Wilcox
Name (print)	Address	Zip	Phone	Signature
Helen McIntosh	461 NW 19 th St.	33136	305-576-6594	Helen McIntosh
Name (print)	Address	Zip	Phone	Signature
Mando Mack	461 NW 4 th Ave	33136	(305) 576-8992	Mando Mack
Name (print)	Address	Zip	Phone	Signature
Juan L Dykos	1940 N.W. 4 th Apt	33136	786 486-4383	Juan L Dykos
Name (print)	Address	Zip	Phone	Signature
CARL LIBERAL	2515 N.W. 70 th Ave. #101	33127	(305) 879-1631	Carl Liberal
Name (print)	Address	Zip	Phone	Signature
Vincetravia Spivey	1962 N.W. 19 th St Box 438	33136	305-283-2836	Vincetravia Spivey
Name (print)	Address	Zip	Phone	Signature
Joseph W Way	1962 NW 5 th St	33136	(305) 897-0677	Joseph W Way
Name (print)	Address	Zip	Phone	Signature
Devonn Tillman	1970 NW SPL	33136	305-576-0265	Devonn Tillman
Name (print)	Address	Zip	Phone	Signature
Luis ROCHEZ	1994 NW SPL	33136	305) 573-0631	Luis Rochez
Name (print)	Address	Zip	Phone	Signature

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Cynthia Owens	1829 NW 2 nd Ct. Apt 11	33136	305	Cynthia Owens
Name (print)	Address	Zip	Phone	Signature
Ramona Wilcox	1999 NW 5 th Place #5	33136	305 576-2683	Ramona Wilcox
Name (print)	Address	Zip	Phone	Signature
Helen McIntosh	461 NW 19 th St.	33136	305-576-6594	Helen McIntosh
Name (print)	Address	Zip	Phone	Signature
Mando Mack	461 NW 4 th Ave	33136	(305) 576-8997	Mando Mack
Name (print)	Address	Zip	Phone	Signature
JUAN L Dykos	1940 N.W. 4 th Apt	33136	786 486-4383	Juan L Dykos
Name (print)	Address	Zip	Phone	Signature
CARL LIBERAL	2515 N.W. 70 th Ave. #101	33127	(305) 877-1631	Carl Liberal
Name (print)	Address	Zip	Phone	Signature
Vincetravia Spivey	1962 N.W. 19 th St	33136	(305) 438-2838	Vincetravia Spivey
Name (print)	Address	Zip	Phone	Signature
Joseph W Way	1962 NW 5 th St	33136	(305) 897-0677	Joseph W Way
Name (print)	Address	Zip	Phone	Signature
Devonn Tillman	1970 NW 5 th Pl	33136	305-576-0265	Devonn Tillman
Name (print)	Address	Zip	Phone	Signature
Luis ROCHEZ	1994 NW 5 th Pl	33136	305) 573-0631	Luis Rochez
Name (print)	Address	Zip	Phone	Signature

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Cynthia Owens	1829 NW 2 nd Ct. Apt 11	33136	305	Cynthia Owens
Name (print)	Address	Zip	Phone	Signature
Ramona Wilcox	1999 NW 5 th Place #3	33136	576-2083	Ramona Wilcox
Name (print)	Address	Zip	Phone	Signature
Helen McIntosh	461 NW 19 th St.	33136	305-576-6594	Helen McIntosh
Name (print)	Address	Zip	Phone	Signature
Mando Mack	461 NW 14 th Ave	33136	(305) 576-8997	Mando Mack
Name (print)	Address	Zip	Phone	Signature
Juan L Dykos	1940 N.W. 4 th Apt	33136	786 486-4383	Juan L Dykos
Name (print)	Address	Zip	Phone	Signature
CARL LIBERAL	2515 N.W. 70 AVE. #101	33127	(305) 877-1631	Carl Liberal
Name (print)	Address	Zip	Phone	Signature
Vincetravia Spivey	1962 N.W. 19 th St	33136	305-438-2836	Vincetravia Spivey
Name (print)	Address	Zip	Phone	Signature
Joseph W Way	1962 NW 5 th St	33136	(305) 897-0677	Joseph W Way
Name (print)	Address	Zip	Phone	Signature
Devonn Tillman	1970 NW 5 th Pl	33136	305-576-0265	Devonn Tillman
Name (print)	Address	Zip	Phone	Signature
Luis ROCHEZ	1994 NW 5 th Pl	33136	305) 573-0631	Luis Rochez
Name (print)	Address	Zip	Phone	Signature

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Ramona Wilcox	1999 NW 5 th Place #3	33136	305-576-2683	Ramona Wilcox
Name (print)	Address	Zip	Phone	Signature
Helen McIntosh	461 NW 19 th St.	33136	305-576-6594	Helen McIntosh
Name (print)	Address	Zip	Phone	Signature
Mundo Mack	1940 NW 4 th Ave	33136	(305) 576-8997	Mundo Mack
Name (print)	Address	Zip	Phone	Signature
Juan L Dykes	1940 N.W. 4 th Apt	33136	786 486-4383	Juan L Dykes
Name (print)	Address	Zip	Phone	Signature
CARL LIBERAL	2515 N.W. 70 th AVE. #101	33127	(305) 879-1631	Carl Liberal
Name (print)	Address	Zip	Phone	Signature
Vincetravia Spivey	1962 N.W. 19 th St	33136	305-438-2836	Vincetravia Spivey
Name (print)	Address	Zip	Phone	Signature
Joseph W Way	1962 NW 5 th St	33136	(305) 897-0677	Joseph W Way
Name (print)	Address	Zip	Phone	Signature
Devonn Tillman	1970 NW 5 th Pl	33136	305-576-0265	Devonn Tillman
Name (print)	Address	Zip	Phone	Signature
Luis ROCHEZ	1994 NW 5 th Pl	33136	305) 573-0631	Luis Rochez
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Name (print)	Address	Zip	Phone	Signature
Ramona Wilcox	1999 NW 5 th Place #5	33136	576-2683	Ramona Wilcox
Name (print)	Address	Zip	Phone	Signature
Helen McIntosh	461 NW 19 th St.	33136	305-576-6594	Helen McIntosh
Name (print)	Address	Zip	Phone	Signature
Mundo Mack	460 NW 4 th Ave	33136	(305) 576-8992	Mundo Mack
Name (print)	Address	Zip	Phone	Signature
Juan L Dykos	1940 N.W. 4 th Apt	33136	786 486-4383	Juan L Dykos
Name (print)	Address	Zip	Phone	Signature
CARL LIBERAL	2515 N.W. 70 AVE. #101	33127	(305) 879-1631	Carl Liberal
Name (print)	Address	Zip	Phone	Signature
Vincetravia Spivey	1962 N.W. 19 th St Box 438	33136	438-2836	Vincetravia Spivey
Name (print)	Address	Zip	Phone	Signature
Joseph W Way	1962 NW 5 th St	33136	(305) 897-0677	Joseph W Way
Name (print)	Address	Zip	Phone	Signature
Devoan Tillman	1970 NW 5 th Pl	33136	305-576-0265	Devoan Tillman
Name (print)	Address	Zip	Phone	Signature
Luis ROCHEZ	1944 NW 5 th Pl	33136	(305) 573-0631	Luis Rochez
Name (print)	Address	Zip	Phone	Signature

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Katrina Martin	345 N.W. 35 th St # 5	33127		Katrina Martin
Name (print)	Address	Zip	Phone	Signature
Richard Williams	"		(786) 458-1061	Richard Williams
Name (print)	Address	Zip	Phone	Signature
Rudolph Powell	225 N.W. 17 th St # 4		(305) 751-4174	Rudolph Powell
Name (print)	Address	Zip	Phone	Signature
Oketa Harris	250 NW 13 th St	Miami 33136		Oketa Harris
Name (print)	Address	Zip	Phone	Signature
Bobby Snipes	157 NW 17 th #	33136	786-859-9613	Bobby Snipes
Name (print)	Address	Zip	Phone	Signature
Willie B. Bethel	850 NW 4 Ave	33136		Willie B. Bethel
Name (print)	Address	Zip	Phone	Signature
Lara Brown	2029 N. E			Lara Brown
Name (print)	Address	Zip	Phone	Signature
Yvonne Patten	2870 NW 18 th Ave # 2B	33142	305 634 4381	Yvonne Patten
Name (print)	Address	Zip	Phone	Signature
Carolyn Johnson	1999 NW 5 th Pl # 4	33136	305-576-2683	Carolyn Johnson
Name (print)	Address	Zip	Phone	Signature
Annie Hightower	1969 NW 5 th place	33136	576.6478	Annie Hightower
Name (print)	Address	Zip	Phone	Signature

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Katrina Martin	345 N.W. 35 th St # 5	33127		Katrina Martin
Name (print)	Address	Zip	Phone	Signature
Richard Williams	"		(786) 488-1064	Richard Williams
Name (print)	Address	Zip	Phone	Signature
Rudolph Powell	225 N.W. 17 th St # 4		(305) 751-4174	Rudolph Powell
Name (print)	Address	Zip	Phone	Signature
Oketa Harris	250 NW 13 th St	Miami 33136		Oketa Harris
Name (print)	Address	Zip	Phone	Signature
Bobby Snipes	157 NW 17 th St # 1	33136	786-859-9613	Bobby Snipes
Name (print)	Address	Zip	Phone	Signature
Willie B. Bethel	850 NW 4 Ave	33136		Willie B. Bethel
Name (print)	Address	Zip	Phone	Signature
LARA Brown	2029 N. E			LARA Brown
Name (print)	Address	Zip	Phone	Signature
Gertude Patten	2870 NW 18 th Ave # 2B	33142	305 634 4381	Gertude P
Name (print)	Address	Zip	Phone	Signature
Carolyn Johnson	1999 NW 5 th place	33136	305-576-2683	Carolyn Johnson
Name (print)	Address	Zip	Phone	Signature
Annie Hightower	1969 NW 5 th place	33136	305 576 6478	Annie Hightower
Name (print)	Address	Zip	Phone	Signature

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Name (print)	Address	Zip	Phone	Signature
Rudolph Powell	225 N.W. 17th St #4		(305) 751-4174	Rudolph Powell
Name (print)	Address	Zip	Phone	Signature
Nkechi Harris	250 NW 13th St	Miami 33136		Nkechi Harris
Name (print)	Address	Zip	Phone	Signature
Bobby Snipes	157 NW 17th St	33136	786-859-9613	Bobby Snipes
Name (print)	Address	Zip	Phone	Signature
Willie B. Bethel	850 NW 4 Ave	33136		Willie B. Bethel
Name (print)	Address	Zip	Phone	Signature
Lara Brown	2029 N. E			Lara Brown
Name (print)	Address	Zip	Phone	Signature
Gertrude P	2870 NW 18th Ave	33142	305-634-4381	Gertrude P
Name (print)	Address	Zip	Phone	Signature
Carolyn Johnson	1999 NW 5th Pl #4	33136	305-576-2683	Carolyn Johnson
Name (print)	Address	Zip	Phone	Signature
Annie Hightower	1969 NW 5th place	33136	576-6478	Annie Hightower
Name (print)	Address	Zip	Phone	Signature

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Rudolph Powell	225 N.W. 17th St #4		(305) 751-4174	Rudolph Powell
Name (print)	Address	Zip	Phone	Signature
Oketa Harris	250 NW 13th St	Miami 33136		Oketa Harris
Name (print)	Address	Zip	Phone	Signature
Bobby Snipes	157 NW 17th St #1	33136	786-859-9613	Bobby Snipes
Name (print)	Address	Zip	Phone	Signature
Willie B. Bethel	850 NW 4 Ave	33136		Willie B. Bethel
Name (print)	Address	Zip	Phone	Signature
Lana Brown	2029 N. E			Lana Brown
Name (print)	Address	Zip	Phone	Signature
Yvonne Patten	2870 NW 18th Ave #2B	33142	305 634-4381	Yvonne Patten
Name (print)	Address	Zip	Phone	Signature
Carolyn Johnson	1999 NW 5th Pl #4	33136	305-576-2683	Carolyn Johnson
Name (print)	Address	Zip	Phone	Signature
Annie Hightower	1969 NW 5th place	33136	305 576.6478	Annie Hightower
Name (print)	Address	Zip	Phone	Signature

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Name (print)	Address	Zip	Phone	Signature
Rudolph Powell	225 N.W. 17th St #4		(305) 751-4174	Rudolph Powell
Name (print)	Address	Zip	Phone	Signature
Oketa Harris	250 NW 13th St	Miami 33136		Oketa Harris
Name (print)	Address	Zip	Phone	Signature
Bobby Snipes	157 NW 17th St	33136	786-859-9613	Bobby Snipes
Name (print)	Address	Zip	Phone	Signature
Willie B. Bethel	850 NW 4 Ave	33136		Willie B. Bethel
Name (print)	Address	Zip	Phone	Signature
Lara Brown	2029 N. E			Lara Brown
Name (print)	Address	Zip	Phone	Signature
Gertrude Patten	287 NW 18th St #2B	33142	305-634-4381	Gertrude P
Name (print)	Address	Zip	Phone	Signature
Carolyn Johnson	1999 NW 5th Pl #4	33136	305-576-2683	Carolyn Johnson
Name (print)	Address	Zip	Phone	Signature
Annie Hightower	1969 NW 5th place	33136	576.6478	Annie Hightower
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Name (print)	Address	Zip	Phone	Signature
Isabell Graeland	1975 N. W. 5 th Place Miami, FL	33136	305-995-7080	Isabell Graeland
James Spigner	2401 N. W. 9 th Terr	33147	305-835-7646	James Spigner
Keels, James	1999 N. W. 5 th Pl #2	33136	305-573-2235	James Keels
Obanathan Jones	1999 N. W. 5 th Pl #2	33136	305-333-8417	Obanathan Jones
Obanathan Jones	1999 N. W. 5 th Pl #2	33136	305-333-8417	Obanathan Jones
Festina Caraway	1999 N. W. 5 th place	33136		Festina Caraway
Latacha Addison	547 N. W. 5 th	33136		Latacha Addison
Tyrell Stewart Sr	539 N. W. 19 th	33136	305-573-2413	Tyrell Stewart Sr
Naher McCollum	1940 N. W. 4 th #1	33136		Naher McCollum
Williamena Woods	1955 N. W. 5 th PL th 8	33136	305-218-0794	Williamena Woods

NO Crosswinds in Overtown!

PETITION

Crosswinds is a 1050-unit condo high-rise proposed for Overtown. The cost of most of these units will be \$130,000-300,000. This is not affordable for Overtown residents and will raise rents all over the neighborhood. Overtown needs guarantees of real affordable housing, real job opportunities and opportunities for local businesses.

Overtown public land and tax dollars should be used to subsidize housing for low-income Overtown residents, not rich people. We, the undersigned Overtown residents and supporters, oppose Crosswinds:

Isabell Greenland 1975 N.W. 5th Place Miami, FL 33136 305-995-7080
Name (print) Address Zip Phone Signature

James Spigner 2401 N.W. 9th Terr 33147 305-835-7646
Name (print) Address Zip Phone Signature

Keelis, James 1999 N.W. 5th Pl #2 305-573-2235
Name (print) Address Zip Phone Signature

Obnathan Jones 1999 N.W. 4th Pl #2 305-333-8417
Name (print) Address Zip Phone Signature

Obnathan Jones 1999 N.W. 4th Pl #2 305-333-8417
Name (print) Address Zip Phone Signature

Tashana Caraway 1999 N.W. 5th place 33136
Name (print) Address Zip Phone Signature

Katasha Addison 549 N.W. 5th 33136
Name (print) Address Zip Phone Signature

Tyrell Stewart Sr 539 N.W. 19th 33136 305-573-2413
Name (print) Address Zip Phone Signature

Natter McCollum 1940 N.W. 4th #1 33136
Name (print) Address Zip Phone Signature

Willmena Woods 1955 N.W. 5th Pl #8 305-218-0794
Name (print) Address Zip Phone Signature

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James Spigner 2401 N.W. 9th Terr 33147 305-835-7646
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Keels, James 1999 N.W. 5th Pl #2 305-573-2235
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Obnathan Jones 1999 N.W. 4th Pl #2 305-333-8417
Name (print) Address Zip Phone Signature

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Katasha Addison 547 N.W. 4th 33136
Name (print) Address Zip Phone Signature

Tyrell Estanard Sr 539 N.W. 19th 33136 305-573-2413
Name (print) Address Zip Phone Signature

Nather McCollum 1940 N.W. 4th #1 33136
Name (print) Address Zip Phone Signature

Willmenga Woods 1955 N.W. 5th Pl #8 305-218-0794
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Name (print) Address Zip Phone Signature

Obanathan Jones 1999 N. W. 4th Pl #2 305-333-8417
Name (print) Address Zip Phone Signature

Obanathan Jones 1999 N. W. 4th Pl #2 305-333-8417
Name (print) Address Zip Phone Signature

Fashana Caraway 1999 N. W. 5th place 33136
Name (print) Address Zip Phone Signature

Katasha Addison 549 N. W. Pl 33136
Name (print) Address Zip Phone Signature

Tyrell Stewart Sr 539 N. W. 19th 33136 305-573-2413
Name (print) Address Zip Phone Signature

Nather McCollum 1940 N. W. 4th #1 33136
Name (print) Address Zip Phone Signature

Willmena Woods 1955 N. W. 5th Pl #8 305-218-0794
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Name (print)	Address	Zip	Phone	Signature
Isabell Greenland	1975 N.W. SPURCE MANOR, MIAMI, FL	33136	305-995-7080	Isabell Greenland
James Spigner	2401-N.W. 93 rd Terr	33147	305-835-7646	James Spigner
KEEIS, JAMES	1999 N.W. 5 th Pl #2	33136	305-573-2235	James Kees
Whnathan Jones	1999 N.W. 5 th Pl #2	33136	305-333-8417	Whnathan Jones
Whnathan Jones	1999 N.W. 5 th Pl #2	33136	305-333-8817	Whnathan Jones
Feshawia Caraway	1999 N.W. 5 th place	33136		Feshawia Caraway
Latacha Addison	549 N.W. 4 th	33136		Latacha Addison
Tyrell Estevan	539 N.W. 19 th	33136	305-573-2413	Tyrell Estevan
Natter McCollum	1940 N.W. 4 th #1	33136		Natter McCollum
Williamena Woods	1955 N.W. 5 th PL th 8	33136	305-218-0794	Williamena Woods

NO Crosswinds in Overtown!

PETITION *Under 18*

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Overtown public land and tax dollars should be used to subsidize housing for low-income Overtown residents, not rich people. We, the undersigned Overtown residents and supporters, oppose Crosswinds:

Mikeasha Gordon *560 NW 7 St* *33136* *(786) 217-5043* *Mikeasha Gordon*
Name (print) Address Zip Phone Signature

Amanda Marshall *1160 NW 2 Ave* *33136* *305-371-2180*
Name (print) Address Zip Phone Signature

Eddie Wilson *560 NW 7 St* *33136* *(786) 425-0846*
Name (print) Address Zip Phone Signature

Cassandra Kestin *560 NW 7 St* *33136* *(305) 635-7314*
Name (print) Address Zip Phone Signature

NO Crosswinds in Overtown!

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Name (print) Address Zip Phone Signature

Amanda Marshall *1160 NW 2 Ave* *33136* *305-371-2180*
Name (print) Address Zip Phone Signature

Eddie Wilson *560 NW 7 St* *33136* *(786) 425-0846*
Name (print) Address Zip Phone Signature

Kassandra Keslin *560 NW 7 St* *33136* *(305) 635-7314*
Name (print) Address Zip Phone Signature

NO Crosswinds in Overtown!

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<i>Mikequisha Gordon</i>	<i>560 NW 7th St</i>	<i>33136</i>	<i>(786) 217-5043</i>	<i>Mikequisha Gordon</i>
Name (print)	Address	Zip	Phone	Signature

<i>Amanda Marshall</i>	<i>1160 NW 2nd Ave</i>	<i>33136</i>	<i>305-371-2180</i>	
Name (print)	Address	Zip	Phone	Signature

<i>Eddie Wilson</i>	<i>560 NW 7th St</i>	<i>33136</i>	<i>(786) 425-0846</i>	
Name (print)	Address	Zip	Phone	Signature

<i>Kassandra Kestlin</i>	<i>560 NW 7th St</i>	<i>33136</i>	<i>(305) 635-7314</i>	
Name (print)	Address	Zip	Phone	Signature

Name (print)	Address	Zip	Phone	Signature
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Name (print)	Address	Zip	Phone	Signature
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NO Crosswinds in Overtown!

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Overtown public land and tax dollars should be used to subsidize housing for low-income Overtown residents, not rich people. We, the undersigned Overtown residents and supporters, oppose Crosswinds:

Mikemisha Gordon	560 NW 7th St	33136	(786) 217-5043	Mikemisha Gordon
Name (print)	Address	Zip	Phone	Signature

Amanda Marshall	1160 NW 2nd Ave	33136	305-371-2180	
Name (print)	Address	Zip	Phone	Signature

Eddie Wilson	560 NW 7th St	33136	(786) 425-0846	
Name (print)	Address	Zip	Phone	Signature

Kassandra Keslin	560 NW 7th St	33136	(305) 635-7314	
Name (print)	Address	Zip	Phone	Signature

Name (print)	Address	Zip	Phone	Signature
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Mikaysha Gordon	560 NW 7th St	33136	(786) 217-5043	Mikaysha Gordon
Name (print)	Address	Zip	Phone	Signature

Amanda Marshall	1160 NW 2nd Ave	33136	305-371-2180	
Name (print)	Address	Zip	Phone	Signature

Eddie Wilson	560 NW 7th St	33136	(786) 425-0846	
Name (print)	Address	Zip	Phone	Signature

Cassandra Kestin	560 NW 7th St	33136	(305) 635-7314	
Name (print)	Address	Zip	Phone	Signature

Name (print)	Address	Zip	Phone	Signature
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Name (print)	Address	Zip	Phone	Signature
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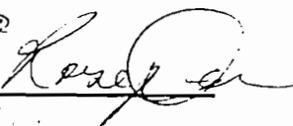
NO Crosswinds in Overtown!

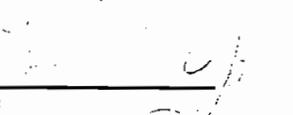
PETITION

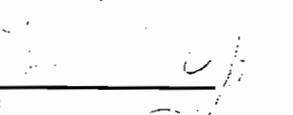
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Overtown public land and tax dollars should be used to subsidize housing for low-income Overtown residents, not rich people. We, the undersigned Overtown residents and supporters, oppose Crosswinds:

ROSE JONES 1136 N.W. 2nd AVE #218 Miami 786 425 3228 

Name (print)	Address	Zip	Phone	Signature
ROSE JONES	1136 N.W. 2 nd AVE #218	Miami	786 425 3228	

Grace Jones 1136 N.W. 2nd AVE #218 Miami 786 425 3228 

Name (print)	Address	Zip	Phone	Signature
Grace Jones	1136 N.W. 2 nd AVE #218	Miami	786 425 3228	

Flora 1136 N.W. 2nd AVE #218 Miami 786 425 3228 

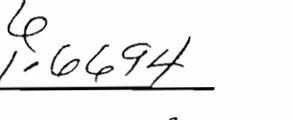
Name (print)	Address	Zip	Phone	Signature
Flora	1136 N.W. 2 nd AVE #218	Miami	786 425 3228	

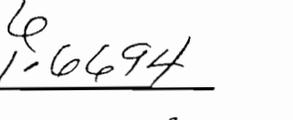
Blair 1136 N.W. 2nd AVE #218 Miami 786 425 3228 

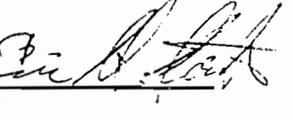
Name (print)	Address	Zip	Phone	Signature
Blair	1136 N.W. 2 nd AVE #218	Miami	786 425 3228	

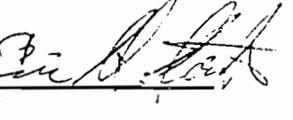
Chad Braxton 1136 N.W. 2nd AVE #218 Miami 786 344-5822 

Name (print)	Address	Zip	Phone	Signature
Chad Braxton	1136 N.W. 2 nd AVE #218	Miami	786 344-5822	

Olga Malone 1155 N.W. 2nd AVE #6 Miami 786 1309 781-6694 

Name (print)	Address	Zip	Phone	Signature
Olga Malone	1155 N.W. 2 nd AVE #6	Miami	786 1309 781-6694	

ERIC STARKE 9205 NW 13 Ave 33147 305-836-1964 

Name (print)	Address	Zip	Phone	Signature
ERIC STARKE	9205 NW 13 Ave	33147	305-836-1964	

Name (print)	Address	Zip	Phone	Signature

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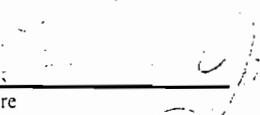
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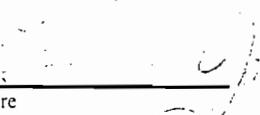
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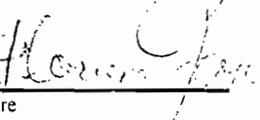
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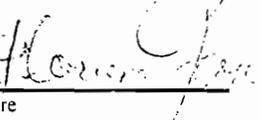
Rose Jones 1136 N.W. 2nd Ave #218 Miami 786 425 3228 

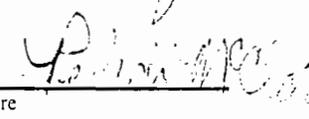
Name (print)	Address	Zip	Phone	Signature
Rose Jones	1136 N.W. 2 nd Ave #218	Miami	786 425 3228	

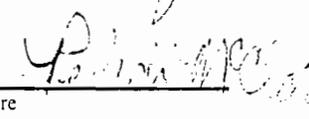
Grace Jones 1136 N.W. 2nd Ave #218 Miami 786 425 3228 

Name (print)	Address	Zip	Phone	Signature
Grace Jones	1136 N.W. 2 nd Ave #218	Miami	786 425 3228	

Flora 1136 N.W. 2nd Ave #218 Miami 786 425 3228 

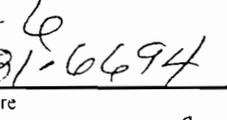
Name (print)	Address	Zip	Phone	Signature
Flora	1136 N.W. 2 nd Ave #218	Miami	786 425 3228	

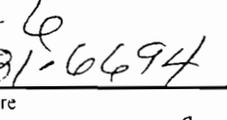
Blanca 1136 N.W. 2nd Ave #218 Miami 786 425 3228 

Name (print)	Address	Zip	Phone	Signature
Blanca	1136 N.W. 2 nd Ave #218	Miami	786 425 3228	

Chad Braconi 1601 N.W. 1st St #1137 Miami 305 581-9999 

Name (print)	Address	Zip	Phone	Signature
Chad Braconi	1601 N.W. 1 st St #1137	Miami	305 581-9999	

Olga Malone 1155 N.W. 2nd Ave #6 Miami 781-6694 

Name (print)	Address	Zip	Phone	Signature
Olga Malone	1155 N.W. 2 nd Ave #6	Miami	781-6694	

ERIC STARKE 9205 NW 13 Ave 33147 305-836-1964 

Name (print)	Address	Zip	Phone	Signature
ERIC STARKE	9205 NW 13 Ave	33147	305-836-1964	

Name (print)	Address	Zip	Phone	Signature

Name (print)	Address	Zip	Phone	Signature

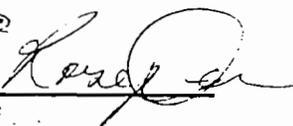
Name (print)	Address	Zip	Phone	Signature

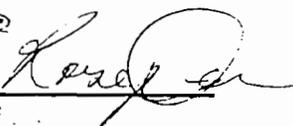
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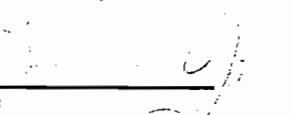
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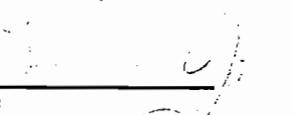
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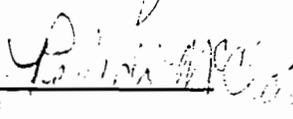
Name (print)	Address	Zip	Phone	Signature
Rose Jones	1136 N.W. 2 nd Ave #218	Miami	786 425 3228	

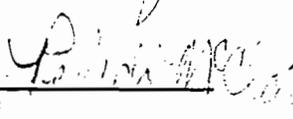
Grace Jones 1136 N.W. 2nd Ave #218 Miami 786 425 3228 

Name (print)	Address	Zip	Phone	Signature
Grace Jones	1136 N.W. 2 nd Ave #218	Miami	786 425 3228	

Flora 1146 N.W. 2nd Ave #218 Miami 786 425 3228 

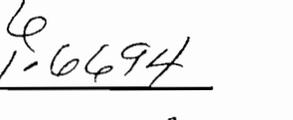
Name (print)	Address	Zip	Phone	Signature
Flora	1146 N.W. 2 nd Ave #218	Miami	786 425 3228	

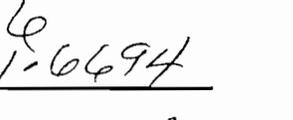
Vol 1136 N.W. 2nd Ave #218 Miami 786 425 3228 

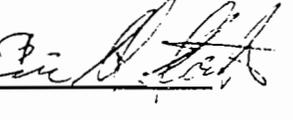
Name (print)	Address	Zip	Phone	Signature
Vol	1136 N.W. 2 nd Ave #218	Miami	786 425 3228	

Chad Braconi 1146 N.W. 2nd Ave #218 Miami 786 344-5822 

Name (print)	Address	Zip	Phone	Signature
Chad Braconi	1146 N.W. 2 nd Ave #218	Miami	786 344-5822	

Olga Malone 1155 N.W. 2nd Ave #6 Miami 786 781-6694 

Name (print)	Address	Zip	Phone	Signature
Olga Malone	1155 N.W. 2 nd Ave #6	Miami	786 781-6694	

ERIC STARKE 9205 NW 13 Ave 33147 305-836-1964 

Name (print)	Address	Zip	Phone	Signature
ERIC STARKE	9205 NW 13 Ave	33147	305-836-1964	

Name (print)	Address	Zip	Phone	Signature

Name (print)	Address	Zip	Phone	Signature

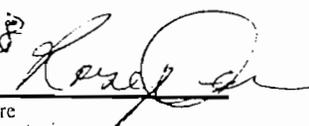
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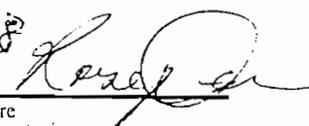
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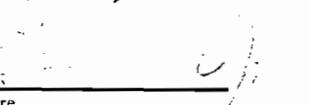
PETITION

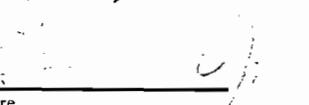
Crosswinds is a 1050-unit condo high-rise proposed for Overtown. The cost of most of these units will be \$130,000-300,000. This is not affordable for Overtown residents and will raise rents all over the neighborhood. Overtown needs guarantees of real affordable housing, real job opportunities and opportunities for local businesses.

Overtown public land and tax dollars should be used to subsidize housing for low-income Overtown residents, not rich people. We, the undersigned Overtown residents and supporters, oppose Crosswinds:

Rose Jones 1136 N.W. 2nd Ave #218 Miami 786 425 3228 

Name (print)	Address	Zip	Phone	Signature
Rose Jones	1136 N.W. 2 nd Ave #218	Miami	786 425 3228	

Grace Jones 1136 N.W. 2nd Ave #3136 Miami 786 425 3228 

Name (print)	Address	Zip	Phone	Signature
Grace Jones	1136 N.W. 2 nd Ave #3136	Miami	786 425 3228	

Florence 1136 N.W. 2nd Ave #3136 Miami 786 425 3228 

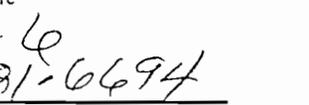
Name (print)	Address	Zip	Phone	Signature
Florence	1136 N.W. 2 nd Ave #3136	Miami	786 425 3228	

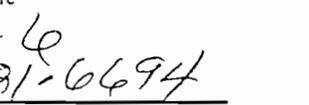
Blanca 1136 N.W. 2nd Ave #3136 Miami 786 425 3228 

Name (print)	Address	Zip	Phone	Signature
Blanca	1136 N.W. 2 nd Ave #3136	Miami	786 425 3228	

Chad Bracuni 16 Clark Ave #55154 786 344-5822 

Name (print)	Address	Zip	Phone	Signature
Chad Bracuni	16 Clark Ave #55154	786	344-5822	

Olga Malone 1155 N.W. 2nd Ave #6 Miami 786 6694 

Name (print)	Address	Zip	Phone	Signature
Olga Malone	1155 N.W. 2 nd Ave #6	Miami	786 6694	

ERIC STARKE 9205 NW 13 Ave 33147 305-836-1964 

Name (print)	Address	Zip	Phone	Signature
ERIC STARKE	9205 NW 13 Ave	33147	305-836-1964	

Name (print)	Address	Zip	Phone	Signature

Name (print)	Address	Zip	Phone	Signature

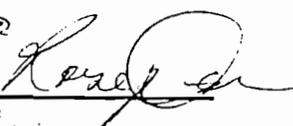
Name (print)	Address	Zip	Phone	Signature

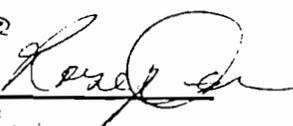
NO Crosswinds in Overtown!

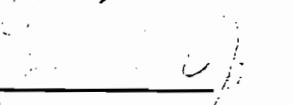
PETITION

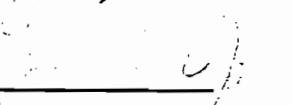
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ROSE JONES 1136 N.W. 2nd AVE #218 Miami, 786 425 3228 

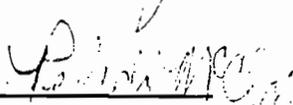
Name (print)	Address	Zip	Phone	Signature
ROSE JONES	1136 N.W. 2 nd AVE #218	Miami	786 425 3228	

GRACE JONES 1136 N.W. 2nd AVE #218 Miami, 786 425 3228 

Name (print)	Address	Zip	Phone	Signature
GRACE JONES	1136 N.W. 2 nd AVE #218	Miami	786 425 3228	

FLORIAN 1136 N.W. 2nd AVE #218 Miami, 786 425 3228 

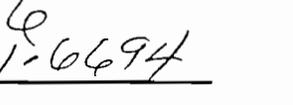
Name (print)	Address	Zip	Phone	Signature
FLORIAN	1136 N.W. 2 nd AVE #218	Miami	786 425 3228	

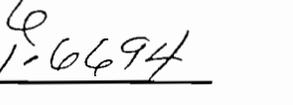
BOB 1136 N.W. 2nd AVE #218 Miami, 305 581-9999 

Name (print)	Address	Zip	Phone	Signature
BOB	1136 N.W. 2 nd AVE #218	Miami	305 581-9999	

CHAD BROOK 1136 N.W. 2nd AVE #218 Miami, 305 581-9999 

Name (print)	Address	Zip	Phone	Signature
CHAD BROOK	1136 N.W. 2 nd AVE #218	Miami	305 581-9999	

DELA MALONE 1155 N.W. 2nd AVE #6 Miami, 781-6694 

Name (print)	Address	Zip	Phone	Signature
DELA MALONE	1155 N.W. 2 nd AVE #6	Miami	781-6694	

ERIC STARKE 9205 NW 13 Ave 33147 305-836-1964 

Name (print)	Address	Zip	Phone	Signature
ERIC STARKE	9205 NW 13 Ave	33147	305-836-1964	

Name (print)	Address	Zip	Phone	Signature

Name (print)	Address	Zip	Phone	Signature

Name (print)	Address	Zip	Phone	Signature

NO Crosswinds in Overtown!

PETITION

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Cynthia Gaines *1660 nw 4th ave* *#15B* *33136* *(305) 573-2508* *Cynthia Gaines*
Name (print) Address Zip Phone Signature

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Name (print) Address Zip Phone Signature

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Name (print) Address Zip Phone Signature

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Cynthia Gaines *1660 nw 4th ave* *#15B* *33136* *(305) 573-2508* *Cynthia Gaines*
Name (print) Address Zip Phone Signature

AGAINST

Speaker's Card

(For Appearance Before the Board of County Commission)

Today's Date July 18, 2007 BCC Mtg. Date _____ Agenda Item # 3E

Subject: Extension of Reverter Date

Name: Denise Perry

Address: 1633 NW 3rd Ave

Lobbyist Information: (According to Section 2-11(s) of the Code of Metropolitan Dade County, Florida, a lobbyist is defined as, "all persons, firms or corporations employed or retained by a principle who seeks to encourage the passage, defeat, or modifications of an ordinance, resolution, action, or decision of the County Commission.")

Are you representing any person, group, or organization? Yes: No:

If yes, please list name: Power U Center /
Organization Firm Client

Have you registered with the Clerk of the Board? Yes: No:

AGAINST

Speaker's Card

(For Appearance Before the Board of County Commission)

Today's Date 7/18/07 BCC Mtg. Date _____ Agenda Item # 3E

Subject: Against expanding the reverter for Crosswinds project in Over Town.

Name: Melissa Sturgis

Address: 5300 N.W. 26 Avenue, Apt. 28

Lobbyist Information: (According to Section 2-11(s) of the Code of Metropolitan Dade County, Florida, a lobbyist is defined as, "all persons, firms or corporations employed or retained by a principle who seeks to encourage the passage, defeat, or modifications of an ordinance, resolution, action, or decision of the County Commission.")

Are you representing any person, group, or organization? Yes: No: _____

If yes, please list name: Power U Center
Organization Firm Client

Have you registered with the Clerk of the Board? Yes: _____ No:

AGAINST

Speaker's Card

(For Appearance Before the Board of County Commission)

Today's Date July 18, 2009 BCC Mtg. Date _____ Agenda Item # 3E

Subject: Against Crosswinds being given more time

Name: Mary Lee Walley

Address: 1322 N. W. 62nd Terr.

Lobbyist Information: (According to Section 2-11(s) of the Code of Metropolitan Dade County, Florida, a lobbyist is defined as, "all persons, firms or corporations employed or retained by a principle who seeks to encourage the passage, defeat, or modifications of an ordinance, resolution, action, or decision of the County Commission.")

Are you representing any person, group, or organization? Yes: No:

If yes, please list name: Power U.
Organization Firm Client

Have you registered with the Clerk of the Board? Yes: yes No:

AGAINST

Speaker's Card

(For Appearance Before the Board of County Commission)

Today's Date 7-18-07 BCC Mtg. Date _____ Agenda Item # 3-D ^{3-E}

Subject: Crosswinds Reverter (Extension)

We don't want Crosswinds.

Name: Beatrice Gilbert

Address: 275 N.W. 10th St.

Lobbyist Information: (According to Section 2-11(s) of the Code of Metropolitan Dade County, Florida, a lobbyist is defined as, "all persons, firms or corporations employed or retained by a principle who seeks to encourage the passage, defeat, or modifications of an ordinance, resolution, action, or decision of the County Commission.")

Are you representing any person, group, or organization? Yes: No: _____

If yes, please list name: Power v 1 Overtown Community My Family (Entire)
Organization Firm Client

Have your registered with the Clerk of the Board? Yes: _____ No: _____

AGAINST

Speaker's Card

(For Appearance Before the Board of County Commission)

Today's Date July 18, 07 BCC Mtg. Date _____ Agenda Item # 3E

Subject: _____

Name: Ishmael Rolle

Address: 1029 N.W. 95th #5 Miami, FLA. 33150

Lobbyist Information: (According to Section 2-11(s) of the Code of Metropolitan Dade County, Florida, a lobbyist is defined as, "all persons, firms or corporations employed or retained by a principle who seeks to encourage the passage, defeat, or modifications of an ordinance, resolution, action, or decision of the County Commission.")

Are you representing any person, group, or organization? Yes: Society No: _____

If yes, please list name: Power U
Organization Firm Client

Have you registered with the Clerk of the Board? Yes: _____ No: _____

FOR

Speaker's Card

(For Appearance Before the Board of County Commission)

Today's Date 7/18/07 BCC Mtg. Date _____ Agenda Item # 201

Subject: AHAB Board make-up

Name: Termy Coble

Address: 601 NE 56th St. Miami, FL 33137

Lobbyist Information: (According to Section 2-11(s) of the Code of Metropolitan Dade County, Florida, a lobbyist is defined as, "all persons, firms or corporations employed or retained by a principle who seeks to encourage the passage, defeat, or modifications of an ordinance, resolution, action, or decision of the County Commission.")

Are you representing any person, group, or organization? Yes: No:

If yes, please list name: Miami Coalition for the Homeless /
Organization Firm Client

Have you registered with the Clerk of the Board? Yes: No:

FOR

Speaker's Card

(For Appearance Before the Board of County Commission)

Today's Date July 18, 2007 BCC Mtg. Date July 18, 2007 Agenda Item # _____

Subject: MMAP Performance

Name: Rev. Dr. R. Joaquin Willis

Address: 6001 N.W. 8th Ave, Miami, FL 33127

Lobbyist Information: (According to Section 2-11(s) of the Code of Metropolitan Dade County, Florida, a lobbyist is defined as, "all persons, firms or corporations employed or retained by a principle who seeks to encourage the passage, defeat, or modifications of an ordinance, resolution, action, or decision of the County Commission.")

Are you representing any person, group, or organization? Yes: No:

E.B Co. Miami Dade & Vicinity

If yes, please list name: _____
Organization Firm Client

Have you registered with the Clerk of the Board? Yes: No:

FOR

Speaker's Card

(For Appearance Before the Board of County Commission)

Today's Date 7-18-07 BCC Mtg. Date Same Agenda Item # 101

Subject: MMA P

Name: Philip Bacon

Address: 1505E 2ND AVE 709

Lobbyist Information: (According to Section 2-11(s) of the Code of Metropolitan Dade County, Florida, a lobbyist is defined as, "all persons, firms or corporations employed or retained by a principle who seeks to encourage the passage, defeat, or modifications of an ordinance, resolution, action, or decision of the County Commission.")

Are you representing any person, group, or organization? Yes: No:

If yes, please list name: DCP
Organization Firm Client

Have you registered with the Clerk of the Board? Yes: No:

FOR

Speaker's Card

(For Appearance Before the Board of County Commission)

Today's Date July 18th BCC Mtg. Date _____ Agenda Item # 1C1

Subject: MMAPP.

Name: Doc Bryan -

Address: 281 NW 7th Street Miami FL 33136

Lobbyist Information: (According to Section 2-11(s) of the Code of Metropolitan Dade County, Florida, a lobbyist is defined as, "all persons, firms or corporations employed or retained by a principle who seeks to encourage the passage, defeat, or modifications of an ordinance, resolution, action, or decision of the County Commission.")

Are you representing any person, group, or organization? Yes: No:

If yes, please list name: OCP, Inc.
Organization Firm Client

Have you registered with the Clerk of the Board? Yes: No:

FOR

Speaker's Card

(For Appearance Before the Board of County Commission)

Today's Date 7/18/07 BCC Mtg. Date _____ Agenda Item # 102

Subject: CAHSA

Name: Terry Coble

Address: 601 NE 56th St. Miami FL 33137

Lobbyist Information: (According to Section 2-11(s) of the Code of Metropolitan Dade County, Florida, a lobbyist is defined as, "all persons, firms or corporations employed or retained by a principle who seeks to encourage the passage, defeat, or modifications of an ordinance, resolution, action, or decision of the County Commission.")

Are you representing any person, group, or organization? Yes: No:

If yes, please list name: Miami Coalition for the Homeless 1
Organization Firm Client

Have you registered with the Clerk of the Board? Yes: No:

FOR

Speaker's Card

(For Appearance Before the Board of County Commission)

Today's Date 7/18/07 BCC Mtg. Date 7/18/07 Agenda Item # 3E

Subject: Crossroads 3E

Name: Del BRYAN

Address: 201 NW 7th St. MIA FL 33136

Lobbyist Information: (According to Section 2-11(s) of the Code of Metropolitan Dade County, Florida, a lobbyist is defined as, "all persons, firms or corporations employed or retained by a principle who seeks to encourage the passage, defeat, or modifications of an ordinance, resolution, action, or decision of the County Commission.")

Are you representing any person, group, or organization? Yes: No:

If yes, please list name: _____
Organization Firm Client

Have you registered with the Clerk of the Board? Yes: No:

FOR

Speaker's Card

(For Appearance Before the Board of County Commission)

Today's Date 7-18-07 BCC Mtg. Date Same Agenda Item # 3E

Subject: Sawyers Walk Reverter

Name: Philip Bacon

Address: 150 SE 2nd Ave

Lobbyist Information: (According to Section 2-11(s) of the Code of Metropolitan Dade County, Florida, a lobbyist is defined as, "all persons, firms or corporations employed or retained by a principle who seeks to encourage the passage, defeat, or modifications of an ordinance, resolution, action, or decision of the County Commission.")

Are you representing any person, group, or organization? Yes: No:

If yes, please list name: Colling Center
Organization Firm Client

Have you registered with the Clerk of the Board? Yes: No:

