



Office of Community Relations Business Plan

Fiscal Years: 2007 through 2008
(10/1/06 through 9/30/08)

Plan Date: November 30, 2006

Approved by:

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Department Director

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BUSINESS PLAN REPORT

DEPARTMENT PURPOSE/MISSION

The Office of Community Relations (OCR) strives to improve community relations through the effective administration of the work of five BCC-appointed citizen advisory boards.

Additional departmental information can be found in the Departmental Profile (Attachment 1).

STRATEGIC ALIGNMENT

The Department's efforts align with the following Miami-Dade County Strategic Plan Goals:

- Develop positive relationships among all groups to promote community unity in Miami-Dade County (HH6)

Department-related Strategic Plan Outcomes and departmental objectives:

- Improve community relations in Miami-Dade County (HH6-1)
 - Intervene and contain, as quickly as possible, community tensions via our Community Response team.
 - Promote public safety by delivering crowd management and customer service at selected large public events via our Goodwill Ambassador program.
 - Develop and support municipal or regional Community Relations Boards throughout the County.
 - Effectively administer five Advisory Boards: Commission for Women, Asian American Advisory Board, Black Affairs Advisory Board, Hispanic Affairs Advisory Board and Community Relations Board.

KEY PROGRAMS AND INITIATIVES

The department's key programs and initiatives are highlighted below and organized by balanced scorecard perspective.

Customer Perspective

- Coordinate Leadership Council on Community Relations (consisting of the Chairs of county, regional, and municipal Community Relations Boards) in efforts to address community issues more effectively and conduct planning for a county-wide initiative.

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- Conduct effective outreach to the media and community organizations to increase awareness of Miami-Dade County's efforts to address issues and improve community relations.
- Provide administrative staff support to the four advocacy advisory boards and the Community Relations Board.
- Provide coordination and support for the events of the five advisory boards to coordinate the activities of governmental entities and nongovernmental agencies pertaining to the Asian, Black, Hispanic, and Women communities.
 - Connections Networking Reception – Directory of resources for women
 - Respect Life Program - Youth initiative for respect, tolerance, value of life and self-control
 - Village Dialogues - Discussions on practical life issues accompanied by resource materials
 - Erection of Julia Tuttle Statue with educational follow-up activities
 - Hispanic Expressions Art Exhibits
 - Diversity workshops with International Delegations from Asian and Middle East Countries
 - Arabic Translation Assistance to US and International Government and Nongovernmental Agencies
 - Student Scholarship Programs
 - Intervention Events/Meetings to Determine and Reduce Community Tension Levels

Financial Perspective

- Meet all Budget Targets

Internal Perspective

- Administer the Goodwill Ambassador Program
 - Recruit, train and maintain a sufficient contingency of Goodwill Ambassadors
- Administer the Community Response Team Program
 - Recruit, train and maintain a sufficient contingency of Community Response Team members
 - Facilitate execution of Memorandums of Understanding (MOUs) with local law enforcement agencies to enable the Community Response Team to provide effective rumor control assistance at incident sites
- Maintain adequate appointments to advisory boards

Learning and Growth Perspective

- Enhance the professional development of staff

- Administrative Support Training
 - Advisory Board Training
 - Public Administration Training
- Succession planning for retiring employees

PERFORMANCE MEASURES AND TARGETS

For ease of reference, specific information regarding departmental objectives and performance measures including the targets for FY 2006-07 and FY 2007-08 can be found in Attachment 2 – Business Plan Report.

CRITICAL SUCCESS FACTORS

- Department's ability to adapt and respond to dynamic events that occur in the community, particularly police use-of-force incidents.
- Maintenance of all five advisory boards to serve as mediums for residents to utilize and consult with in attempting to understand and solve the many complex problems involved with the Hispanic, Black, Asian and Women communities. Absence of the boards and the Community Relations Boards would leave the County without advisory bodies with respect to critical matters pertaining to their constituent communities.
- Department's ability to develop and support additional local or city based Community Relations Boards throughout the County is directly correlated with the level of staff support provided by the Office of Community Relations.
- Adequate advisory board membership levels and rapid appointment of vacant positions on each of the five advisory boards is critical to the ability of the Office of Community Relations to support the boards in presenting policies, recommendations and programs to improve community relations in Miami Dade County.
- Continuous coordination with government, community, and media agencies to maximize utilization of resources, limit duplication of service, and increase public awareness are essential to the Office's efforts to increase public participation in community cohesiveness activities.
- Maintenance of adequate staffing levels directly impacts the effectiveness of the advisory boards.

3 to 5 YEAR OUTLOOK

The success of the department depends heavily on its ability to adapt and respond to dynamic changes that occur in the community that are often beyond our control. These changes and issues include immigration policies such as the selective issuance of federal Temporary Protected Status (TPS), priorities for fairness and due process provisions in pending immigration reform legislation, economic and political shifts in the US and in the home countries of Miami-Dade County residents (i.e. changes in health of Fidel Castro and the potential change in government of Cuba, violence around electoral processes in Haiti, Jamaica and other Caribbean countries). The advisory boards of the Office of Community Relations will continue to advocate for equity in immigration policies. If changes to immigration policies are not made to create more equity, the impact would be an increase in community tensions with possible demonstrations. Positive changes to equitably treat immigrants will have a stabilizing effect on community tensions. The advisory boards supported by the Office of Community Relations, particularly the Community Relations Board (CRB) are designed to be fluid, proactive, and responsive to the emerging needs of our diverse communities.

The Office is researching the development of a survey to measure changes in the dynamics and perceptions among diverse groups in Miami-Dade County. The Office is also developing a comprehensive and coordinated plan for improving community relations (including educational programs, community events, programs for youth, and ensuring all communities have access to resources/services).

In 3 to 5 years, the Office of Community Relations anticipates that the Miami-Dade County CRB will be the umbrella organization for training and supporting several municipal and regional CRBs. The Office will continue to focus on improving community relations in Miami Dade County. The composition of the advisory boards is anticipated to remain the same relative to their diversity and number of members, with the exception of the Black Affairs Advisory Board, which plans to seek BCC legislation to expand their board to 26 members from 13.

Attachment 1

DEPARTMENTAL PROFILE

Department Description

The Office of Community Relations (OCR) was established by the Board of County Commissioners to provide staff support to the Community Relations Board, Black Affairs Advisory Board, Hispanic Affairs Advisory Board, Asian American Advisory Board and Commission for Women as well as to set reporting guidelines.

OCR administratively supports five boards whose members are appointed by the Board of County Commissioners. These diverse, prominent community volunteers are often high-level executives from the private sector, government, education, and clergy. Collectively, these five boards contribute to policy formulation and legislation while also influencing changes towards a more unified and cohesive community. The Department's goal is the realization of a community free from sectarianism and prejudice that encourages respect for diversity and the interdependence of all communities through administrative support to the advisory boards.

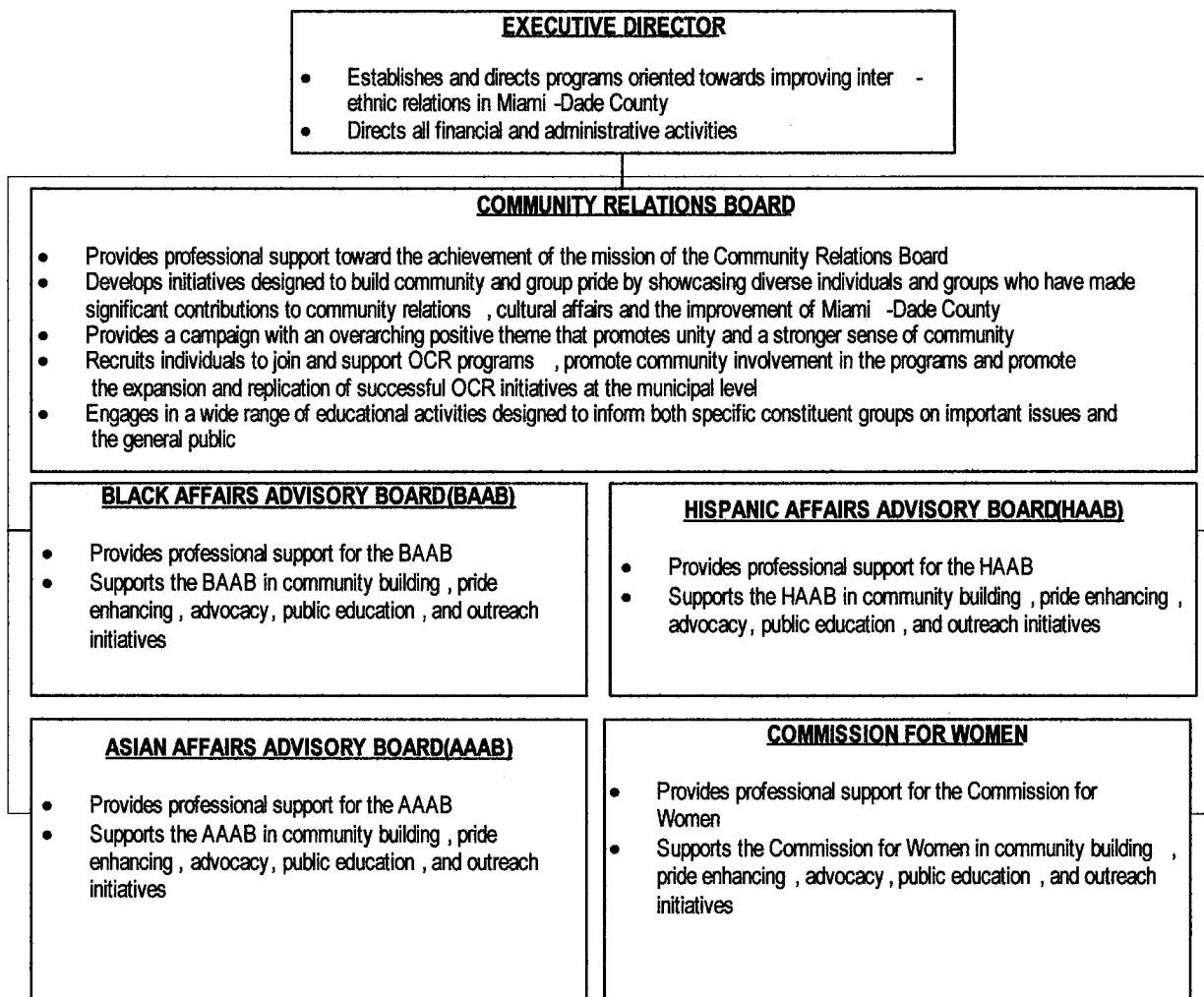
The Community Relations Board (CRB) has the special mission to intervene and contain, as quickly as possible, community tensions to prevent crises from arising. The CRB maintains a staff that is available 24 hours a day to respond to appropriate situations and operates a Community Response Team for this purpose. As part of its proactive agenda, the CRB operates the Goodwill Ambassadors Program which provides volunteers trained in customer service, conflict resolution, and crowd control techniques to assist in the management of appropriate situations. This program was recognized in 2004 as an Achievement Award Winner by National Association of Counties. A number of current innovative programs and initiatives are handled out of the Office of Community Relations:

- Connections Networking Reception – Directory guide of organizations in Miami-Dade community that exist to provide support and assistance to women
- Respect Life Program – A public/private partnership youth initiative for respect, tolerance, value of life and self-control. Additionally, this program promotes truancy diversion by a number of programs
- Village Dialogues - Discussions on practical life issues accompanied by resource materials taken to various geographical sections of the Miami-Dade County community
- Erection of Julia Tuttle Statue –initiative with the City of Miami to honor the life and works of Julia Tuttle
- Hispanic Expressions Art Exhibits- vehicle to expose local artists work and provide academic scholarships to high school students
- Diversity and International Delegations from Asian and Middle East Countries – Dialogues with diplomatic representatives of countries around the world on government, multicultural business centers, the role of various levels of governments in American Democratic Process, etc.
- Arabic Translation Assistance to US and International Government and Nongovernmental Agencies

- Pillars Awards- vehicle to provide scholarships to high school students
- Intervention Events/Meetings to Determine and Reduce Community Tension Levels- Miami-Dade housing crisis; Fair treatment in immigration; police shootings; violations of civil liberties/racial profiling; recent events related to terrorism; fair elections; the role of non-governmental organizations in maintaining civil society and many more topical issues.

Table of Organization

Community Relations



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Financial Summary

(Dollars in Thousands)	Actual FY 04-05	Budget FY 05-06	Budget FY 06-07
Revenue Summary			
General Fund Countywide	1,638	1,782	1,893
Total Revenues	1,638	1,782	1,893
Operating Expenditures Summary			
Salary	1,166	1,326	1,404
Fringe Benefits	261	307	323
Other Operating	200	139	151
Capital	11	10	15
Total Operating Expenditures	1,638	1,782	1,893

(Dollars in Thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 05-06	Budget FY 06-07	Budget FY 05-06	Budget FY 06-07
Strategic Area: Health and Human Services				
Administration	499	530	4	4
Advocacy Initiatives	239	254	2	2
Community Building/ Pride	367	390	2	2
Enhancement Initiatives				
Outreach	271	288	3	3
Public Education Initiatives	334	355	3	3
Public Safety Initiatives	72	76	2	2
Total Operating Expenditures	1,782	1,893	16	16

Capital Budget Summary

N/A

Current Business Environment

OCR Boards are engaged in a variety of activities countywide, aligned with its mission of ensuring fair representation, diversity and mutual understanding. Advisory Board members are nominated by a committee and appointed by the Board of County Commissioners. The office has become the model for other community relations initiatives throughout the County with the City of Miami, Miami Beach and Homestead adopting usage of similar programs such as the Goodwill Ambassadors Program. Advisory Board members are provided administrative support by the OCR staff. The staff coordinates many activities and opportunities for dialogue designed to foster mutual understanding, tolerance, and respect among all groups in our community.

OCR works closely with governmental and non-governmental organizations and law enforcement groups Countywide. The Office of Community Relations promotes cooperation among agencies and organizations that help eliminate discord in the community. The CRB has a forty-year history of intervention during conflicts dating back to the early days of the Civil Rights movement in Miami-Dade County. Key partners in this effort include County and numerous city law enforcement agencies as well as civilian agencies such as the Independent Review Panel; the Department of Justice Community Relations Service; and the National Council for Community and Justice (NCCJ). The Goodwill Ambassador and Community Response Team programs under the administration of the department have been replicated in other municipalities and have been honored by the Department of Justice and NACO for their effectiveness.

The Office of Community Relations has a variety of customers based upon the context of interaction. With respect to provision of administrative support to the five the Advisory Boards, the board members are our customers and we receive feedback in the form of satisfaction surveys. This information is tallied and analyzed to identify how to better meet the needs of the boards. In the capacity of assisting law enforcement with rumor control at incident sites by the Community Response Team, feedback is received from the law

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enforcement agencies post-incident. This feedback is used to shape procedures for future deployments and for training. The Goodwill Ambassador Program receives its feedback from governmental and nongovernmental entities that sponsor events that are widely attended by the community at large and tourists to a great extent. Feedback from these entities is used to enhance the training provided to Goodwill Ambassador Program volunteers.