



# Office of Community Advocacy Business Plan

**Fiscal Years: 2008 and 2009**  
(10/1/07 through 9/30/09)

Plan Date: November 30, 2007

Approved by:

A handwritten signature in cursive script, appearing to read "Larry D. Capp".

Larry D. Capp, Ph.D.,  
Executive Director

A handwritten signature in cursive script, appearing to read "Susanne M. Torriente".

Susanne M. Torriente,  
Chief Assistant County Manager

## **TABLE OF CONTENTS**

<b>DEPARTMENT PURPOSE/MISSION</b>	<b>Page 3</b>
<b>STRATEGIC ALIGNMENT</b>	<b>Page 3</b>
<b>PERFORMANCE MEASURES AND TARGETS</b>	<b>Page 7</b>
<b>CRITICAL SUCCESS FACTORS</b>	<b>Page 7</b>
<b>3 to 5 YEAR OUTLOOK</b>	<b>Page 9</b>
<b>Attachment 1</b>	
<b>DEPARTMENTAL PROFILE</b>	
<b>Table of Organization</b>	
<b>Financial Summary</b>	
<b>Capital Budget Summary</b>	
<b>Business Environment</b>	
<b>Attachment 2</b>	
<b>BUSINESS PLAN REPORT</b>	

## **DEPARTMENT PURPOSE/MISSION**

The Office of Community Advocacy shares the responsibility for developing positive relationships among all groups to promote unity in Miami-Dade County with the assistance of religious, educational, political, and business groups. The Office provides administrative support to eight advisory boards: Community Relations Board, Black Affairs Advisory Board, Hispanic Affairs Advisory Board, Asian American Advisory Board, Addiction Services Board (Justice Assistance Grant), Domestic Violence Oversight Board, Equal Opportunity Board, and the Miami-Dade County Commission for Women that collectively represent and advocate for the concerns of all residents. The goal of the Office is to develop a cohesive community in which: there is a common vision and a sense of belonging for all communities; the diversity of people's backgrounds and circumstances are appreciated and positively valued; people from different backgrounds have an equal opportunity to improve their lives; and strong, positive relationships are developed between people from different backgrounds in the workplace, in schools, and within neighborhoods.

As part of the Health and Human Services strategic area, the Office of Community Advocacy's eight advisory boards contribute to policy formulation and legislative priorities in Miami-Dade County. The boards are comprised of diverse volunteers with a wide range of experiences and professional backgrounds.

The Office provides administrative support with the mission of delivering excellent public service through coordination and alliances with municipal, state, and federal and local agencies that facilitate dialogue, acceptance, mutual respect, and understanding among all groups in our community. The Office of Community Advocacy's stakeholders include all residents of Miami-Dade County.

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

## **STRATEGIC ALIGNMENT**

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

- Strengthen the bond between the public safety departments and the community (PS4)
- Empower the community by increasing communication and coordination with local, state and federal entities (NU2)
- Develop positive relationships among all groups to promote unity in Miami-Dade County (HH6)
- Promote independent living through early intervention and support services (HH4)
- Provide comprehensive and humane programs for crime prevention, treatment and rehabilitation (PS2)

**II. Department-related Strategic Plan Outcomes, Departmental Objectives, and Programs & Initiatives:**

- Increased involvement of individuals who want to give back to the community (PS4-2)
  - Implement events and projects that focus on developing greater community cohesion in Miami-Dade County and facilitate the development of bridges of understanding, communication and mutual respect
    - Work towards BCC establishment of an annual holiday called “Miami-Dade Community Appreciation Day” to unite our community in coordinated countywide celebratory, cultural, and educational activities that would foster greater community cohesion and appeal to everyone (starts in FY07-08)
    - Erection of a statute of Julia Tuttle, the founder of the City of Miami as part advocacy framework of the Commission For Women to educate the community on contributions of women and to encourage involvement of women in public affairs and community issues (in progress; started in FY06-07)
    - Advocate for Equal Rights Amendment (ERA) through presentations to pertinent legislative bodies encouraging passage ERA ratification bills in the State legislative session (ongoing)
    - Advocate for various bills of special interest to women through letter writing campaigns, networking and other organizations, and meetings with legislators (ongoing)
    - Advocate for improved quality of services provided to victims of sexual assault at the Rape Treatment Center at Jackson Memorial Hospital through collaborative discussions with administration and community partners to develop better procedures and services (started FY04; ongoing)
    - Advocate for restoration of felon’s rights through collaborative efforts with State, NAACP, ACLU and other agencies (ongoing)
    - Advocate for jobs and economic development in the Black community; conduct employment forums to determine job trends and unemployment issues and encourage training consistent with job market trends (ongoing)
    - Implement the Hispanic Expressions Art Exhibits, a vehicle to expose local artists work and provide academic scholarships to high school students on an annual basis (recurring annual event)
    - Implement the Pillars Awards, a vehicle to recognize innovative, concerned, caring leaders and lay persons who have creatively developed and implemented programs, solutions or simple provided time and energy to serve the community and its needs. Proceeds from this event provide scholarships to high school students on an annual basis (recurring annual event)
    - Disseminate the Black Profile Report, a document that profiles the Black community and contains information about the socio-economic and educational characteristics of the Black World Community. It is an overview

of the demographic shifts that have occurred in Miami-Dade County and the social, economic, housing, employment and migration impact on Miami-Dade County's Black community (starts in FY07-08)

- **Strengthened bond between the community and Miami-Dade County government (NU2-1)**
  - Implement the County's Human Rights Ordinance and provide residents with a means to have discrimination cases heard that affect employment, public accommodations, credit and financing practices and housing accommodations on the basis of race, color, religion ancestry, national origin, sex, pregnancy, age, disability, marital and familial status and sexual orientation. As well as implement the County's Family Leave Ordinance and Domestic Violence Leave Ordinance
    - Process housing discrimination cases and employment discrimination cases (starts in FY07-08)
  - Increase the number of municipalities with Goodwill Ambassador Programs (in progress; started in FY06-07)
  - Investigate and mediate cases of employment discrimination deferred by the Equal Employment Opportunity Commission (EEOC) to the Equal Opportunity Board (EOB) involving companies with 15 or more employees (ongoing)
  - Enhance public dialogue among Miami-Dade County's diverse population and on issues affecting constituent groups represented by the advisory boards. (ongoing)
    - Conduct 14 public forums/workshops on various subjects/issues of community concerns to educate the public (ongoing)
    - Provide outreach services to citizens on issues pertaining to discrimination in housing, employment, credit and financing practices and public accommodations (ongoing)
    - Host tapings on Cable TAP community access channel to discuss topics related to immigration, domestic violence, youth educational issues and opportunities, international visitors outreach, cultural events (ongoing)
    - Collaboratively implement the 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
    - Disseminate the Black World Guide, a directory of community based organizations including social, civic, professional, religious and other similar entities based in the Black World Community (FY07-08)
- **Improved community relations in Miami-Dade County (HH6-1)**
  - Provide a positive community image at public events
    - Deploy Goodwill Ambassadors at annual Dr. Martin Luther King Jr. Parade (FY07-08 and FY08-09)
    - Deploy Goodwill Ambassadors at annual Memorial Day Weekend event at Miami Beach (recurring annual event)

## **Departmental Business Plan and Outlook**

**Department Name: Office of Community Advocacy**

**Fiscal Years: 2007/2008 – 2008/2009**

- Conduct 4 trainings of Community Response Teams to maintain readiness of response to appropriate events; conduct 12 trainings of County and municipal Goodwill Ambassadors to maintain readiness of response to appropriate events (ongoing)
- During Asian Pacific American Heritage Month the Asian American Advisory Board organizes the activities to educate, inform and celebrate the Asian heritage (recurring annual event)
- Encourage community policing within neighborhoods and encourage law enforcement sensitivity (ongoing)
- Increased access to full continuum of support services for targeted special populations, including sexual assault and domestic violence, immigrant and new entrant, mental health, homeless, substance abuse and recently-released inmate services (HH4-3)
  - Facilitate the planning, design, and construction of a second Domestic Violence Center in southwest Miami-Dade County (ongoing)
  - Ensure that the operator of The Lodge Domestic Violence Center in northwest Miami-Dade County continues to maintain requisite certifications for operation (ongoing)
  - Advise the Board of County Commissioners on all issues related to domestic violence (ongoing)
  - Administer the Grants to Encourage Arrest Program to enhance and expand protections for domestic violence victims and hold offenders accountable for their actions
    - Assist efforts to enhance protections for victims of domestic violence
    - Strengthen means of holding offenders accountable for domestic violence
    - Assist coordination of computer tracking systems to improve communication between police, prosecutors, and probation officers
    - Strengthen community-based advocacy for victims of domestic violence
    - Include faith-based partners in coordinated advocacy efforts for victims of domestic violence
    - Increase access to legal and immigration services for victims of domestic violence
- Reduced substance-abuse related incidents (PS2-3)
  - Continue to coordinate annual Justice Assistance Grant (formerly Byrne Grant) administration process through providing local units of law enforcement and government with funds for projects that address illegal drug use and violent crime, and improve the functioning of the criminal justice system
    - Continue timely annual notification of grant awards for approximately 34 sub-grantees; assist in formulating grant projects, application preparation and submission; coordination of contract execution; performance and fiscal monitoring (starts FY07-08)

## **PERFORMANCE MEASURES AND TARGETS**

For ease of reference, specific information regarding departmental objectives and performance measures including the targets for FY 2007-08 and FY 2008-09 can be found in Attachment 2 – Business Plan Report.

## **CRITICAL SUCCESS FACTORS**

### **Department-wide Critical Success Factors**

- Maintenance of the eight advisory boards to serve as mediums for residents and to consult with regarding issues impacting residents in Miami-Dade County. Absence of the boards would impact the ability of policy makers and County administrators to transmit information regarding policies and programs that improve the quality of life for residents. Policy makers would also lack advisory feedback with respect to critical matters pertaining to constituent communities.
- The Department's ability to adapt and respond to dynamic events that occur in the community, particularly police use-of-force incidents. The lack of a quick coordinated response to calm community tensions could lead to escalated community protests and possible violence
- Increased visibility in the community as a resource and medium to present issues to County policy makers is central to the department's ability achieve its objective of strengthening the bond between the community and Miami-Dade County government.
- Department's ability to continue implementation of the County's anti-discrimination ordinance through the investigation and mediation of discrimination cases not covered by the federal Equal Employment Opportunity Commission.
- Department's ability to apply for and receive grant funds to offset reduced general fund budgetary support for department operations and to maintain adequate staffing levels. The lack of augmented funding will further diminish the effectiveness of the advisory boards as a resource to the community and the elected policy makers.
- Adequate advisory board membership levels and rapid appointment of vacant positions on the eight boards is critical to the ability of the department to support the boards in presenting policies, recommendations and programs to improve the quality of life for residents of Miami-Dade County.
- Continued coordination with grassroots organizations, municipal government agencies and the media to increase public awareness and participation in community cohesiveness activities.

**Departmental Business Plan and Outlook**  
**Department Name: Office of Community Advocacy**  
**Fiscal Years: 2007/2008 – 2008/2009**

- Leveraged funding to facilitate the construction and operation of a second domestic violence center in the southwest area of Miami-Dade County. The absence of leveraged funding will result in the inability to construct and operate the direly needed domestic violence center for battered individuals. Further the existing northwest domestic violence center will be overburdened and unable to serve additional individuals needing shelter services.
- The passage of January 2008 Property Tax Relief package by voters could have a significant impact on the County's taxing jurisdictions. This impact could result in elimination of positions in the Office of Community Advocacy and reduce the effectiveness of the boards to advocate on constituent issues and provide policy recommendations to the Board of County Commissioners and the Mayor.

**Critical Success Factors for Specific Objectives**

- Implement events and projects that focus on developing greater community cohesion in Miami-Dade County and facilitate development of bridges of understanding, communication and mutual respect
  - Erection of statute in honor of Julia Tuttle, the founder of the City of Miami
    - Joint planning and fund raising efforts by the Miami-Dade County Commission For Women and the City of Miami Commission on the Status of Women
  - Adoption of BCC resolution to establish an annual "Community Appreciation Day" holiday
    - Partnership with public and private entities throughout the County to collaboratively implement countywide celebratory, cultural and educational activities
    - Designated funding sources to cover expenses that are beyond the department's allocated resources
  - Increase number of municipalities with Goodwill Ambassador Programs
    - Adoption of policies by municipal jurisdictions to establish and implement Goodwill Ambassador Programs
- Implement the County's anti-discrimination ordinance and provide residents with a means to have discrimination cases heard and resolved via mediation where appropriate
  - Addition of a Community Relations Assistant position to handle application intake; coordinate hearings of said cases by ensuring quorum of participants; and handle follow-up administrative tasks related to investigations and mediations
- Provide a positive image at public events
  - Adopt an administrative leave policy for Goodwill Ambassador volunteers that provides adequate incentive for employees to continue and increase their volunteerism with the Program
  - Equip Community Response Team and Goodwill Ambassadors with 2-way communication equipment for use during deployments

