



MDEAT

**MIAMI-DADE
ECONOMIC ADVOCACY TRUST**

Working Together for Economic Prosperity



Miami Dade Economic Advocacy Trust
“Understanding Inequalities... Discovering Opportunities”
(Assessing the Disparities that we know exist)

DISPARITY STUDY
Data Collection and Stakeholder
Findings
September 2023



Prepared by:
CMA Enterprise Incorporated in partnership with
E.L. Waters and Company LLC



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On behalf of the Miami Dade Economic Advocacy Trust, thank you for your commitment to building a better quality of life in Targeted Urban Areas.

A special thanks to:

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INTRODUCTION

The modern-day chapter of this continuing saga started with "Perfect Storm" on May 17, 1980, when Arthur McDuffie was beaten to death by four (4) Caucasian Police Officers. A subsequent chain of events lasted three (3) days and resulted in 18 dead, businesses decimated, never to be reopened, and neighborhoods forever damaged. Estimates of damage were \$100 million. Israel Aragon Bravo, an alumnus of the University of Miami and writer, composed an op-ed for the Sun Sentinel (May 25, 2022, page 21) entitled "42 years after the McDuffie Riots, disparities," provides an excellent synopsis of how far the Black communities of Overtown, Liberty City, and Brownsville have come since that date. The article summarized "how far these communities have come since this fateful day. The answer is short - Not very far. Mr. Bravo notes, "While Miami grew, the predominantly Black neighborhoods of Overtown, Liberty City, and others were stagnant."

Mr. Bravo notes that 1980 showed tremendous economic growth for Miami-Dade. Still, this growth proved detrimental to the Black Communities, who saw urban sprawl shrink their communities by expanding the I95 expressway and extensions through neighborhoods. Downtown and skyscrapers replaced residential apartments and homes, communities once claimed by Black residents and businesses. And according to the Census, Black unemployment was 9.5%, double the county rate. The growing Cuban population was gaining political and economic traction while the Black Communities were more disenfranchised.

Mr. Bravo likewise noted that the comparisons between 1980 and today's environment "should be distressing for us all." The author closes his comments by issuing a challenge of sorts that "there is still much work that needs attention for our long-forsaken communities."

Purpose of the Study...The Mandate

Miami-Dade County (the "County"), as represented by the Miami-Dade Economic Advocacy Trust (MDEAT), engaged the services of a consultant to conduct a disparity study for further submission to the Board of County Commissioners.

Who is MDEAT

County Code of Ordinances, Article XLVIII, Section 2-506(f) dictates, "The Trust shall conduct a disparity study that examines the present economic conditions of Blacks in Miami- Dade County. This study shall be conducted every ten (10) years and submitted to the Board".

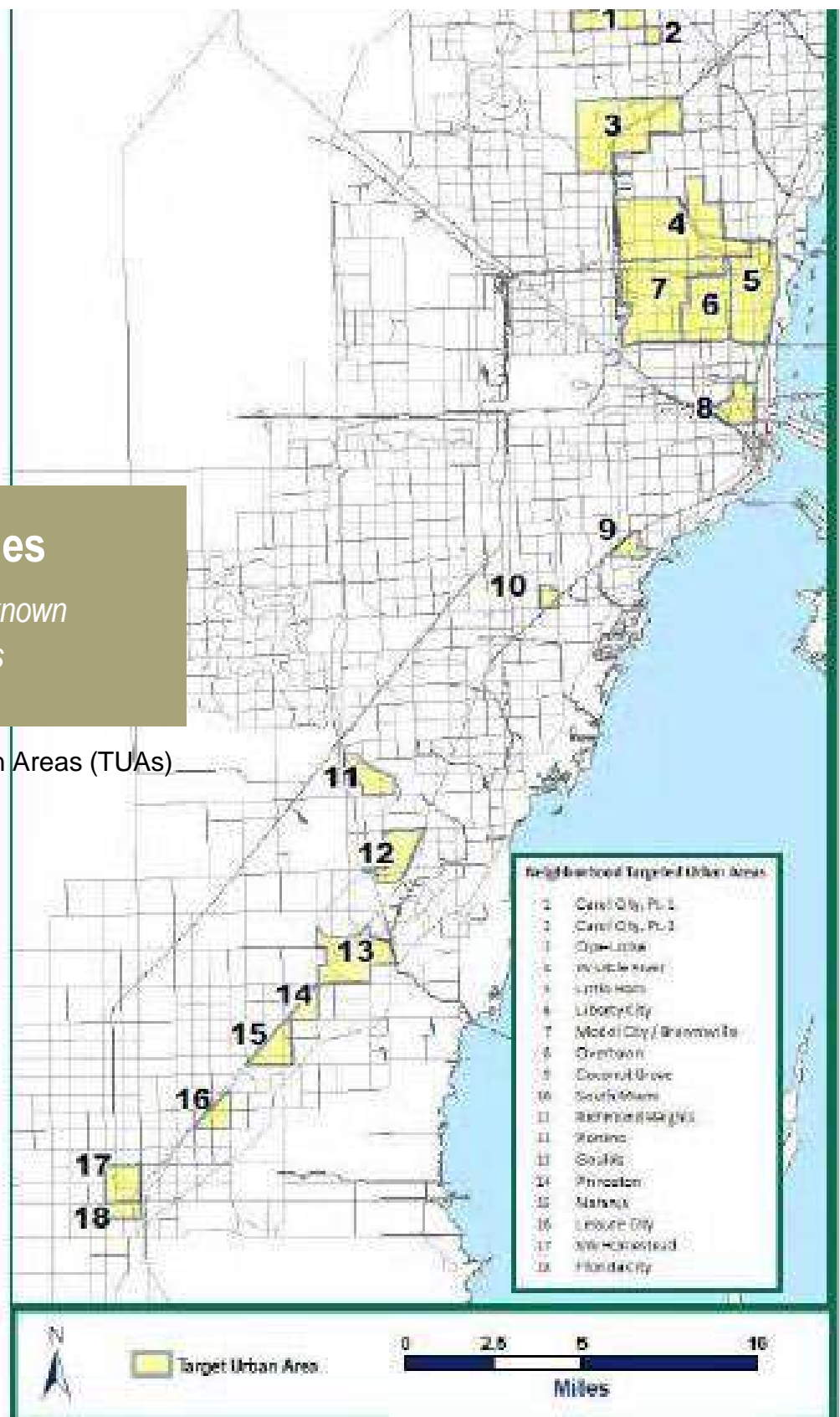
MDEAT's approach to Community and Economic Development addresses reducing the disparities in Targeted Urban Areas, specifically Black and Black diaspora Communities in Miami Dade. The categories include:

- Employment
- Safety
- Education
- Sustainability/Equality (Business Creation and Growth)
- Entrepreneurship
- Access and Opportunity
- Economic Justice
- Reciprocal benefit of tax incentives
- Tax Base development/enhancement
- Healthcare and Wellness
- Youth Development and Retention

TUA Communities

The areas denoted are known as Targeted Urban Areas

Figure 1 – Targeted Urban Areas (TUAs)



HISTORICAL TIMELINE OF Miami Dade's Black Community

Ronald Frazier, Retired Architect/Urban Planner and Chairman of the BAC Funding Corporation raised the thought of making sure that we know from whence we've come so that we can move forward to mitigate. Mr. Frazier created and included the timeline for context; an excerpt follows.

Mr. Frazier's response to the CMA/ELW Team was indeed a history lesson of events and the "Cast of Distinguished Characters" who played a role in assuring that the Black Communities of Miami Dade thrived despite the challenges, restrictions, and abuse endured. The history lesson lays the foundation of the journey to build a level playing field for Blacks in Miami Dade County. And the message received is that we need to understand our history before strategizing our future—the "rules of engagement" established by the founding business and community leaders of Miami Dade.

Examples of crucial Black Community Pioneers included in Mr. Frazier's narrative:

Black Pioneers and Community Leaders

Dana Albert ("DA") Dorsey	Once owned Fisher Island; Real Estate developer; First African American millionaire in Florida
Alexander C. Lightbourne, Sr.	Instrumental in helping to achieve the incorporation of the City of Miami and Overtown; represented Dade County at the 1896 State Republican convention; a founder of Greater Bethel A.M.E. Church

Modern-day champions noted by Mr. Frazier, who facilitated progress and coalitions for Blacks in the City of Miami and Miami Dade included but are not limited to:

Athalie Range	Bernard McGriff
Joseph Caleb	Mrs. Dillard
Eufala Frazier	Horace Morris
Neil Adams	Israel Milton
Bernie Dyer	Dewey Knight
Carrie Meek	Howard Gary

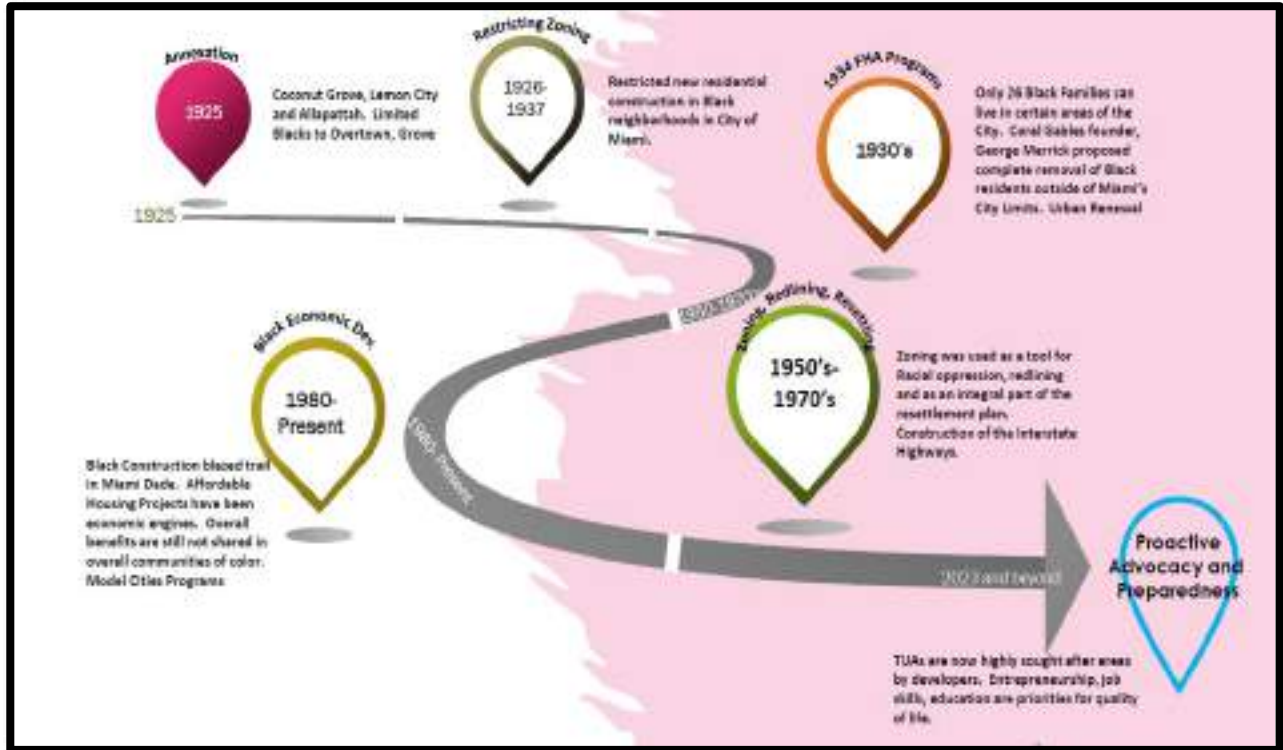
Included are excerpts of Mr. Frazier's responses with his permission granted.

Historical View of Black Miami Advocacy

The diagram below (Figure 2) reflects some of the critical milestones in the history of Miami and its impact on the Black Community and Economic Development by the region's founders.

Additional details on the history of Black Miami follow this diagram.

Figure 2 - Historical Milestones of Miami



HISTORICAL TIMELINE OF Miami Dade's Black Community

Table 1 - Historical Events and Impact

Dates	Events	Results
1880-1920	The White Coconut Grove/The West Grove (a.k.a. Black Grove)	The White Grove afforded all of the socio-economic opportunities, while the Black Grove was subjected to Jim Crow-era laws.
1896-1930	Overtown-City of Miami	<p>The arrival of the FEC Railroad separated "Colored Town" and the City of Miami. Despite the separation, residents became self-sufficient with businesses, entertainment districts, and other services to compensate for the conditions.</p> <p>The opening of the Lyric Theater in 1913; Migrants from the Caribbean, North Florida, other southern states, and countries chose the community to settle in.</p>
1900-1960	Jim Crow Era, The Impact of Zoning, Redlining, and The Negro Resettling Plan	<p>Accompanied by white violence, Black Schools were vandalized/destroyed, and attacks on Black citizens were tortured and lynched.</p> <p>Zoning, used as a tool for Racial Oppression, Redlining, and the resettlement Plan, prohibited growth in Black Grove and Overtown due to political and governmental policies.</p>
1925	Annexation of (3) White Settlements (Coconut Grove, Lemon City, and Allapattah)	Established Greater Miami. Limited Blacks to Overtown, Brownsville, and the West Grove (Black Grove).
1926	Restrictive Zoning Village of Euclid v. Ambler Realty Co.	Supreme Court ruled in favor of Euclid, stating that zoning regulations justified using governmental power to restrict land use in Black neighborhoods. The City of Miami circumvented the ruling by designating Overtown as "Industrial" in the 1920s. This aided in limiting new residential construction and preserving the "color line." Thus enforcing racial segregation through land use regulations without directly instating racial separation into law.

Table 1 - Historical Events and Impact

Dates	Events	Results
1930s	1934 Federal Housing Administration (FHA)	In 1930s Miami, only 26 Blacks could live in certain pockets of the city. The restrictions also triggered the Dade Planning Board and Coral Gables founder George Merrick to propose the complete removal of Black residents outside of Miami's city limits.
1930s	Urban Renewal	The Negro Resettlement Plan became a reality due to the City of Miami's lack of investment to upgrade the deteriorated Black Communities. The latter's conditions were due to zoning restrictions and redlining policies governing development in Black communities. Liberty Square Housing project opened with 753 units of public housing in 1934. 1950's
1935	Security Maps - Redlining	The ultimate destruction of Overtown, Brownsville and Liberty City.
1937	Negro Resettlement Plan	
1950s	Construction of Interstate Highways	I-95 (north/south expressway), the Dolphin Expressway, and Midtown Interchange
1960s and 1970s	Federal Model City Program	A citizen's administrative board chaired by Black Business and Community Leaders and guided by Blacks in government served as a "watchdog" coalition of community organizations that yielded success in housing.
1980s to 2020	Lessons from Model Cities Program	Communities, but no spinoff of economic benefits; rentals and affordable housing projects were owned and managed by outsiders.

Table 1 - Historical Events and Impact

Dates	Events	Results
1980s to 2020	Black Economic Development	<p>Black construction led the way in economic development for the Miami-Dade Black Community. Successes include Otis Pitts TEDC, MLK Office Plaza, Liberty City Entrepreneurial Center, and Northwestern High School.</p> <p>The MLK Transit Office Building and Garage Development is the only all-black development team that partners with BAC Funding Corp. and MLK Joint Venture.</p>
2010-2020	Affordable Housing Projects as Economic Engines	<p>While the Affordable Housing industry intended to resolve the housing and economic disparities in Black Communities and for Black Contractors and Vendors, Frazier notes gains in housing. Still, the economic benefit has yet to manifest the intended outcome. Economic opportunities in mixed-use projects still need to be occupied by business tenants. Black partners are not present in ownership except for Urban League and TEDC projects. Examples include:</p> <ul style="list-style-type: none"> • Brownsville Transit Station Housing Project • Audrey Edmonson Transit Center Development • Okeechobee Transit Station Housing Development • Liberty Square Project • 79 Street and I95 Affordable Housing



Executive Summary



Engagement Background Information

Miami-Dade Economic Advocacy Trust (MDEAT) engaged CMA Enterprise Incorporated, a South Florida consulting firm, in August 2023 to perform the 10-year Disparity Study update for the Agency in collaboration with E.L. Waters and Company LLC, an Urban Planning and Engineering firm also located in South Florida.

One primary objective was to assist MDEAT in fulfilling its mandate as published by Miami Dade County. The other is to track improvements (or ongoing deterioration) within the TUAs assigned by the Agency. As evidenced in this study, TUA stands for Targeted Urban Areas.

Based on the findings and recommendations, the information in creating the Agency's Advocacy Agenda.



As a boutique Performance and Process Improvement Consulting Firm headquartered in Davie, Florida, our clients receive a personal touch regarding service.

CMA is a Minority and Woman- owned business established in 1990.



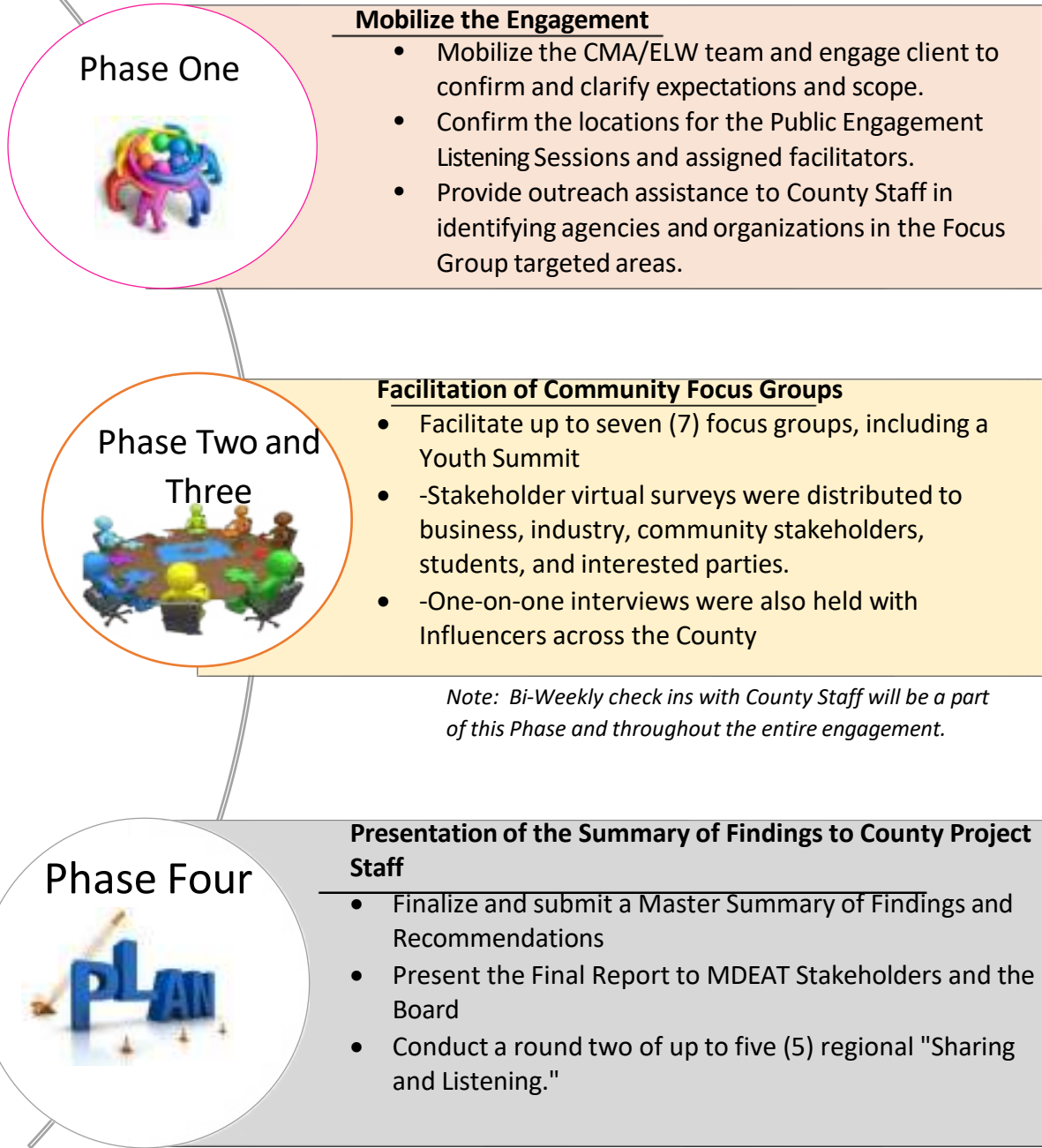
The ELW and Company provides consulting planning, zoning, and development services for public and private clients in Miami-Dade, Broward, Palm Beach Counties and Atlanta, GA.

ELW is a Minority owned business headquartered in Miami, Florida.

Our Engagement Work Plan – Phase Two

The CMA/ELW Team has established a standard but fluid model for implementing this type of engagement. The diagram below provides our approach and methodology.

Figure 3 - Study Methodology



The following recommendations and findings are the outcomes of the CMA/ELW Team investigations.

- Review of historical studies, Scorecards, and industry reports requested and received from MDEAT.
- Independent research conducted by the CMA/ELW Team
- Public Meetings scheduled by MDEAT with TUA communities throughout Miami-Dade County
- Anonymous community surveys for residents, businesses, service providers, MDEAT staff, and current board members.
- One-On-One interviews with key stakeholders and Community Leaders



Summary of Community Feedback and Site Reviews

Stakeholder Interviews: Elected Officials

The consulting team interviewed elected officials overseeing several TUAs during the consultant's investigation phase. Responses ran the spectrum of past and present officials.

Additionally, those interviewed shared expressions of apathy and indifference regarding the Black Community's level of engagement, commitment to change, and quality of life—polling of officials with the same questions feedback as summarized below.

- Lack of knowledge of previous MDEAT Study Progress initiatives
 - There is a need for an updated study to drive the decision-making and planning process for investments in the TUAs in an ongoing manner instead of every ten years.
 - MDEAT needs to present a clear message of the disparities in a proactive manner to verify and/or validate if conditions have gotten worse.
- Constituents are not sharing disparities but have a willingness to hear from colleagues who want to share.
- Continues to be a lack of quality-of-life resources in TUAs,
 - Affordable transportation,
 - Resources for Business and Job-Related Training,
 - "Big Box" Businesses are taking over Black communities, replacing,
 - Housing (rental and ownership) is an issue; inventory shortages,
 - Need "INFLUENCERS" at the county level,
 - A community resource bank for residents and entrepreneurs,
 - Concerns of how crime is being addressed or not; the advocacy component is missing.
- What is the "Roadmap" for the future, and what are the tasks associated with its implementation,
- There needs to be more than job Training. Need to have training with the purpose of immediate job creation,
- Community apathy. There is complacency among Black voters and,
- Crime has impacted residents and resulted in greater violations

Stakeholder Interviews: Public Administrators

As part of the study, public administrators of government, general, and educational sectors make up the sector of interviews.

Noteworthy is that some are partners with MDEAT while proving to be potential alliances in the future. Feedback included their "needs" and "wants and desires" for a stronger relationship with MDEAT—comments provided in the interest of the discussion. However, MDEAT must become more intentional in its strategies for advocacy of the assigned TUAs.

- Returning to that "go to" voice for Black Equity in Miami Dade County by being present "at the table" when plans, decisions, and implementation occur.
- Provide a more robust plan for affordable and workforce housing in the TUAs
- There is a fear by Black in the Black TUAs that they are being "pushed into the sea."
- There is a lack of Black success during the economic boom in Miami-Dade County.
- Business owners noted that there needs to be written Race-Based contracting to compete.
- Develop Poinciana Industrial Site, reserving it for Black Contracting collaboratives. These activities will create ownership in the community.
- Educating the community on advocating for themselves will be critical to achieving sustainable success.
- MDEAT will need to be more proactive about what is wanted by and/or required for the TUA communities for which it is tasked to advocate.
- Engage the philanthropic community locally, regionally, and nationally. Moreover, this will require a sound strategy for programmatic empowerment to advocate.

Stakeholder Interviews: Community Development

Interviewees shared insights into their experiences when attempting to serve their constituents. Many focused on gun violence in the community and much-needed resources for their members and organizations.

Feedback highlights are below, with more details in later sections of this study.

- Lack of funding for the local agencies in the TUAs
- Code enforcement is a problem in the communities.
- Project and Property Management teams should focus more on the quality of life of the communities served.
- The community needs to understand better how government works.
- Efforts are needed to get potential homeowners to understand how to work

through the homeownership process effectively.

- There are more disparities in Black economic development, education, criminal justice, and youth violence.
- The impact of the Ryskamp Order issued by the U.S. Southern District has caused increased disenfranchisement for Black Businesses in procuring goods and services in Miami Dade County.
- The development and retention of Black youth and the "brain drain" caused by the lack of job opportunities for young Black Adults and a preference for Spanish-speaking candidates has created a perpetual disparity in Miami Dade.
- Gun violence is rising with the recent laws for open carry without permits.

Stakeholder Interviews: Business and Economic Development

Economic equity in procurement for African American Businesses is needed. MDEAT can advocate for Congress and State Legislation to promote inclusive business practices, equitable access to contracts and procurement opportunities, and access to capital.

- Share respective networks to connect businesses with opportunities in the public and private sectors.
- Entertain mandatory goals for African American Businesses.
- The wants and needs are more for contracts and dollars expended with black businesses comparable to the population (20%) in Miami Dade.
- More project capacity, robust mentor/protégé programs, and microloans are needed.
- Better engagement with financing opportunities through partners like regional and national affiliate financial institutions to support Black-owned businesses,
- Services to help businesses go green, become more environmentally friendly, and save costs will assist with their competitiveness.
- Collaborative marketing and promotion for Black-owned businesses with all stakeholders should be a priority.
- The Black Business Community's readiness to service Business and Industry efficiently and effectively was consistent with the service providers polled.

CMA/ELW polled capital providers to learn more about the barriers to access they are experiencing in operating their organizations and those businesses they serve.

Business and Economic Development: Access to Capital Providers

- Service Providers are directly experiencing disparities in their operations and witnessing the same in their client's businesses.
- Business owners understand how to do the services, but the knowledge of the administrative components still needs to be included.
- i.e., financial statements. A complete package.
- Hiring Procedures and Human Resource Administration Cycle
- Contracts and Project Management Administration
- Disparities stem from a need for more capital to pay (allocated) for the services the businesses need—also, first-generation business owners.
- Credit is a significant barrier. Poor credit histories are too familiar with minority applicants. Financial Literacy is greatly needed.
- Applicant can manage collateral. However, too often, they need more for sustainability.
- Need help to show re-payment ability and/or history of paying people
- Industry disparities – Minority Agencies tasked with providing access to capital lack resource capacity and are not received well by the grants and investments communities. Beneficiaries tend to get less from these sources.
- Industry disparities - Boards could be more diverse. Representation could be more substantial. Networks tend to be limited.
- Industry disparities – Minority Agencies tasked with providing access to capital are often underfunded and not received well by the grants and investments communities. They tend to get less from these sources than other non-minority-run agencies.

The CDFI industry that reports the top assets are in areas led by non-minorities and/or predominantly white males. Boards could be more diverse. Representation could be more assertive. Networks tend to be limited.

Transformation strategies shared include:

- Technical assistance, Financial Literacy program (personal and business)
- Round Table meetings (monthly) Networking
- Financial: several loan funds
- Customize products to adhere to industries and financing—specialized technical assistance.
- Commercial real estate products for entrepreneurs

Community Development affiliate: Black Business Dev. Corp. (501(c)(3) organization)

The Agency is creating a Legacy Fund to provide grant capital for residential home improvement and small businesses. Currently, the initiative exists in East Tampa and

supports the following:

- Community Facilities
- National Entrepreneur Centers to come into the community.

Other comments

Building strategies for the Agency going into its next chapter is essential to service its clients and their sustainable success. Demographics were also shared of the clients served. Black Business applicants comprise 75-80% of the business portfolio intake. The remainder are Caucasian and Hispanic. Actual lending clients are 85% Black Businesses, with the rest being Hispanic and/or other.

Agency representatives shared in closing that despite the myths about Black Businesses and minorities being "bad risks," the Agency maintains an overall 4-5% default rate. Much lower than industry standards of 11-13% in traditional institutions.

Criminal Justice Reform

As of this reporting, criminal justice stakeholders contacted had not responded. The July 2018 article from the ACLU's report on Miami-Dade Criminal Justice Conditions generated a Commentary.

- Arrests and Sentencing are significantly higher in Black and Black Diaspora communities.
- Over-policing in Black communities has a much more significant presence than in other communities in Miami-Dade.
- Black Hispanics and Blacks are more likely to be charged harsher than their White Hispanic and non-Hispanic counterparts.
- Youth are receiving harsher disciplinary actions than their other ethnic counterparts within the school system of Miami Dade, per the youth public meeting attendees.
- Gun violence among youth and young adults is on the TUAs is on the rise.

Education

Education Providers were the most vocal of the stakeholders interviewed. These professionals are at the forefront of managing the concerns surrounding the disparities shared through many of the other categories noted.

The input below incorporates feedback from elementary, secondary, and higher education providers and students in the Miami-Dade County areas examined.

- Food and shelter are critical basic needs for students of all ages.
- Students/Families (Education staff) live in personal cars because apartments and other accommodations are too expensive.
- Mental wellness has become more of a concern.
- Patience and lack of tolerance after COVID "lockdown" is evident.
- Lack of civility is on the rise.
- They are carefully balancing the political environment without sacrificing the quality of education.
- Developing scholarships for targeted underserved populations
- Engaging in conversations on the possibilities of higher education
- Building more robust support systems for students and advisors/counselors to ensure a productive education journey.
- The dropout rate is rising because children in many of these communities do not have access to the tools or resources for success.
- Additionally, service providers polled expressed concerns regarding the Black Business Community's readiness to service Business and Industry efficiently and effectively.

The disparities continue to grow in TUA communities, primarily due to the economic status of families.

- Creates a feeling of helplessness because I am not able to assist
- School is, in most cases, the refuge for the kids for affection and the foundation of support is missing.
- Kids are in abusive situations.
- Kids are latch-key. Many are at the early care programs at 7:45 a.m. and are still there at 6 p.m.
- Educators can't meet some of the basic needs that the kids seek because of the lack of available funding for resources.
- Many educators are wondering: **"What is my purpose?"**.
- The rising violence in the environment proves to be a big problem for the Administration and senior-level executives. Current trends leave staff in a constant flux of whether they must press the "emergency button."
- Organizations are now educating staff and faculty on how to identify and/or respond to situations that require caution.

Other comments

- Interviewees also expressed an interest in the alternative strategies for "Certificate Learning" Comments are as follows:
 - A heightened interest in the industry exists for vocational certificates.
 - Offering continuing education for residents who need to learn working English and the skills for gainful employment.
 - Greater emphasis on an "Idea or Innovation" Center for Entrepreneurship
 - The school system needs to be more equitable in distributing resources.
 - The priorities of parents need to change. Many students are living in toxic environments.
 - Also, educating parents on advocacy for their children at PTSA and school board meetings.

Survey Results

Community responses were low regarding physical count but were consistent with answers from the other inquiries made by the CMA/ELW Team. Highlighted below is feedback.

- Conditions ranged from good to complex,
- Resources must be sufficient to assist residents and businesses in a competitive quality of life,
- Residents identified affordable housing (rental as well as homeownership),

- Excessive inequality in procurement transactions in Miami Dade County and the area municipalities that exist within the boundaries,
- Safety in the communities, schools, and business districts,
- Increased funding for quality education in the TUA schools,
- Hiring and/or retention of qualified staff takes a lot of work.

TUA Site Reviews

The consulting team reviewed all assigned TUAs to identify community improvements and/or deterioration. Based on the site reviews, the consulting team concluded that an ongoing decline has occurred in the target areas over time. A summary is below. To understand the depth of ongoing disparities, conditions of concern include:

- Housing conditions warrant improvements and/or upgrades.
- Roadway conditions (damaged streets, driveways, sidewalks, etc.)
- Infrastructure upgrades are needed (sewers, lighting, streetscapes, etc.)
- Education facilities (all levels)
- Lack of robust business corridors
- Transportation corridors
- Community enhancements (Commercial and residential façade treatments)

A summary of observations for added context:

- The majority of TUAs were "bedroom communities".
- Boarded housing and empty lots were present.
- No major businesses are located in the TUAs.
- Most had business corridors on the external boundaries of the TUAs.
- Several TUAs now have higher-priced housing in the area, thus excluding current residents.
- Main corridors appear to be "pass-through" versus destinations for traffic.
- Highways and/or Rapid transit systems run through core neighborhoods.
- Most TUAs were designated Brownfield areas.
- Food deserts were more prevalent in the rural South Dade TUA than Northern Miami-Dade County's urban areas.

Further details follow in later sections of the study.

Princeton

- Residential properties exhibit significant signs of neglect, including boarded-up windows or shutters placed on windows.
- Cracked sidewalks and driveways are prevalent.
- The presence of littering is dominant.
- Poorly maintained landscaping

Richmond Heights

- Residential units exhibit significant signs of neglect, including boarded-up windows or shutters placed on windows.
- The fences of properties are in poor condition, including broken or rusted
- Cracked borders of sidewalks
- Driveways are either fully cracked, have many potholes, or some

properties need driveways, and there has been a continuously deteriorated path created by cars.

- Properties have roofs that are starting to decay or noticeably have repairs that need to be or are in the process of being done.

West Dixie Highway

- Unkept and Empty lots with trash
- Broken and rusty chain-link fences
- Poorly maintained commercial properties
- Some abandoned commercial structures
- Broken sidewalks and curbs

West Little River

- Significant sign of neglect, including boarded-up windows or shutters placed on windows
 - The landscape barriers of properties are in poor condition, including broken or rusted
 - Broken sidewalk borders,
 - Fractured driveways consisting of extensive cracks, potholes, or some properties don't have driveways, and continuous deteriorated paths created by cars,
 - Properties have roofs that are
 - starting to decay or noticeably have repair needs or are in the process of being done.
-

South Miami

- The wooden houses exhibit signs of significant decay, and the structural stability of these buildings is questionable.
- Street and landscape areas near the sidewalk are exhibiting multiple potholes,
- Several apartments and houses appear abandoned, with boarded-up windows and doors,
- Some apartment walls are suffering from severe paint delamination and peeling.
- The electrical wiring within many apartments must be better installed, with visible wires wrapping around the outside buildings.

Models Cities/Brownsville

- Graffiti on the walls and numerous windows are boarded up or broken.
- The fences surrounding the properties are poorly maintained, with many broken, rusted, or falling apart, posing security and safety risks.
- The walls of the buildings are exhibiting extensive paint delamination and peeling.
- Shopping carts and trash strewn throughout the walking pathways,
- The bus stops in the area are poorly maintained, with graffiti, deteriorating walls, and broken electrical boxes.
- Many of the homes in the area exhibit significant signs of neglect,

-
- The fences surrounding the properties could be better maintained, with many broken, rusted, or falling apart, posing security and safety risks.
 - Many sidewalks contain clutter and trash.
 - The sidewalks and tree protection borders exhibit significant cracking
 - Missing covers from car canopy

-
- with various elements of the structures and components in need of repair or replacement,
 - The HVAC systems in the buildings are deteriorating and in disrepair.
 - Boarded windows
 - Broken windows
-

North Miami/Biscayne Blvd

- The fences surrounding the properties are in poor condition, with many broken, rusted, or falling apart.
- The borders of the sidewalks exhibit numerous cracks.
- Some signage has fallen or been broken/snapped.
- There is graffiti on signage, electrical boxes, and commercial units.
- The landscape of many properties needs to be maintained.
- Electrical components are left exposed due to improper grounding.
- Random car parts abandoned on roadsides

Northwest 7th Avenue

- The streets and parking areas exhibit multiple potholes and severe concrete cracking.
- The fences surrounding the properties are poorly maintained, with many broken, rusted, or falling apart, posing security and safety risks.
- Graffiti on many walls, and several windows are boarded up or broken, and
- Multiple cracked sidewalks from tree roots and neglect.

Little Haiti

- Mostly abandoned and vandalized commercial along 7th Ave
- As well as Multi-family and single-family housing
- Broken and rusty chain-link fences
- Unkept and abandoned commercial and residential properties,
- Poor structural conditions for some residential properties,
- Trash on streets, sidewalks, and empty lots,

Naranja

- Mostly single-family housing
- Some partially abandoned multi-family housing
- Broken and rusty chain-link fences
- A lot of unkept residential properties
- Some abandoned residential properties
- Poor structural conditions for some residential properties
- A lot of trash on streets, sidewalks, and empty lots
- Piles of trash in front of residencies

-
- Neglected vacant lots and broken sidewalks/curbs were witnessed throughout
 - Unkept empty lots

SW Homestead

NW 27th Avenue

- Residential units exhibit significant neglect, including boarded windows or shutters placed on windows.
- The fences of properties are in poor condition, including broken or rusted.
- Cracked sidewalk borders,
- Many potholes collect water puddles.
- Abandoned shopping carts and litter on the sidewalks,
- Some signage has fallen or been broken/snapped.
- Construction still needs to be finished along the sides of roads, which could cause many hazards.
- Graffiti on walls and posts
- Driveways/sides of main roads are either fully cracked, having many potholes, or some properties' driveways are just driven over grass, creating continuous deteriorated paths created by cars.
- Loitering
- Poorly taken care of grass areas
- Deteriorating walls of apartment complexes
- Mostly empty lots, small commercial plazas, and some warehouses – with scarce single- family homes throughout
- Ample concrete parking with no shade or vegetation
- Many broken and rusty chain-link fences
- Shopping centers in disrepair – deteriorating siding, paint, signage, canopies, and in some cases, roofing
- Deteriorated paint on houses
- Some houses lack driveways – and park on grass and gravel, generating dust
- Abandoned shopping carts permeated the area

Liberty City

Leisure City

- Mostly abandoned and vandalized commercial along 7th Ave
- As well as multi-family and single-family housing
- Broken and rusty chain-link fences
- Unkept and abandoned commercial.
- Unkept and abandoned residential.
- Deteriorating walls of apartment complexes
- Sidewalks that lead to nowhere with cracks and lifted areas
- Random dead ends and regions loaded with trash.
- Graffiti on walls and posts
- Signage and fences have fallen or broken

- Poor structural conditions for some residential
- Trash on the streets, sidewalks and empty lots
- Unkept empty lots
- Broken curbs

- Residential units exhibit significant signs of neglect, including boarded-up windows or shutters placed on windows.
- Driveways are either fully cracked, have many potholes, or some properties don't have driveways, and there has been a continuously deteriorated path created by cars.

Goulds

- Abandoned shopping carts and litter on the sidewalks
- Some signage has fallen or been broken/snapped
- Unfinished construction along the sides of roads could cause many hazards.
- Noticeable holes in the frontage of buildings
- Residential units exhibit significant signs of neglect, including boarded-up windows or shutters placed on windows
- Vacant parcels not kept up
- Broken fences around the area

Coconut Grove

- The roofing materials on a substantial number of buildings are deteriorating.
- There is graffiti on a lot of existing walls.
- Evidence of broken and boarded-up windows was common.
- Numerous broken sidewalks in the area,
- Both streets and grass areas near the sidewalk exhibit multiple potholes
- Many of the homes in the space show significant signs of neglect
- and are in a state of disrepair, with various elements of the structures and components in need of repair or replacement.
- The fences surrounding many properties need to be better maintained, with many broken, rusted, or falling apart, posing security and safety risks.

West Perrine

- Mostly single-family housing
- Some partially abandoned multi-family housing
- An overabundance of unkept residential properties
- Some abandoned residential properties
- Poor structural conditions for some residential properties
- A lot of trash on streets, sidewalks, and empty lots
- Unkept vacant lots

Stakeholder Interviews

CMA/ELW's Research and Facilitation Teams conducted outreach to key influencers in Miami-Dade County to obtain an update on the state of the black community from the perspective in which they "sit."

Noteworthy is that regardless of the stakeholder's industry, the concerns had common threads for the interviewees.

- Affordable housing for underserved communities and the workforce
- Food deserts and insecurities in select urban areas
- Rising crime in communities served and workplace settings (more violent situations)
- Increasing mental health concerns reaching into the working class
- Employment opportunities (lack of)
- Preparedness of businesses and residents for economic opportunities
- Shrinking communities due to gentrification are called Community Revitalization
- Those in this position are not leveraging land Banking opportunities to acquire available properties.
- Financial Literacy is still an important skill set for the Underserved Areas of Miami Dade.
- Better technical assistance and/or access to capital for Black and Black Diaspora businesses.

Those interviewed represent the following sectors of business and industry.

- Mental Health
- Elementary/Secondary/Higher Education and Administration
- Tourism
- Community Development
- Youth Development
- Elected Officials (past and present)
- Community Historians/Leaders
- Business and Economic Development
- Criminal Justice

Listening Tours Rounds One and Two

Listening tours were conducted throughout the County, covering the designated TUAs assigned to the Agency. Attendance varied from one attendee to 25-30 residents, business owners, and area youth.

All sessions incorporated the same presentation, with questions asked during each session.

- What disparities are you experiencing/ witnessing in the Communities/Organizations you serve?
- What disparities are you experiencing in your organization/community?
- Youth Voices
- What can you do to own the Transformation from Inequality to Sustainability

Round One – MDEAT Transformation 305 Listening Tour

The schedule for the first round of the Listening Tour sessions were within the Advocacy TUAs of:

- Miami Gardens, NW 183rd St, Opa Locka
- Model City – Brownsville, NW 7th Ave, NW 27th Ave, West Little River
- Liberty City, Overtown
- Coconut Grove, South Miami
- Little Haiti, North Miami Biscayne Blvd District, West Dixie Hwy District
- Richmond Heights, West Perrine, Goulds, Naranja, Princeton, Leisure City
- Florida City, SW Homestead

Regardless of the regions, responses were consistent regarding the disparities and the associated transformation requirements shared. Common themes of disparities included feedback from all categories and ages of residents, business owners, and service providers:

- Lack of Affordable and Workforce Housing (rental and homeowner)
- Increasing Homelessness of seniors
- Urban Development excludes current residents and businesses.
- Crime (Gun and Gang Violence) in the communities and schools
- Equitable education opportunities
- Equity in Disciplinary Actions for Black Students
- Equitable afterschool programs
- Convenient transit routes
- Job and Internship opportunities for youth and young adults
- Skills and Trade Training Programs and Mentor/Intern/Apprentice programs
- Senior housing (affordable)
- Living Wages

- Convenient transit routes
- Job and Internship opportunities for youth and young adults
- Skills and Trade Training Programs and Mentor/Intern/Apprentice programs
- Senior housing (affordable)
- Living Wages

Round 2 – MDEAT Transformation 305 Sharing/Listening Tour

As of this reporting, the second round of sharing /listening sessions provided CMA/ELW Teams with the opportunity to share the feedback from MDEAT's Round 1 Listening Tour and to obtain any additional insights that the Agency needs to be aware of.

The sessions were conducted on a regional level and scheduled at the following locations.

- North Dade Regional Library (Miami Gardens, North Miami Dade)
- South Dade Regional Library (Richmond Heights, Goulds, Princeton, SW Homestead, Florida City)
- Little Haiti Cultural (Little Haiti, North Miami)
- Arcola Regional Library (Liberty City, Overtown, Brownsville, Model Cities)

Attendee feedback:

While attendance was light in the sessions, feedback was abundant. Comments supported the input shared in Round One with the following additions.

- MDEAT will need to improve its connection with the community that it is tasked with advocating.
- The Young Professional community in Miami Dade is seeking ways to get involved and improve the status of the Black Community but needs to know the “How do we connect?”
- Establishing a reliable resource base is important
- Strengthening collaborations with other areas agencies to serve as one voice in advocacy efforts



Summary of Findings and Consultants' Recommendations

Consultants' Recommendations

Miami Dade Economic Advocacy Trust (MDEAT) is a relatively young organization based on its staff tenure. But it is a seasoned institution, having existed since the early 1980s. While this study is intended to impact the MDEAT community, the Agency must also manage the disparities in its quarters.

The report identifies existing conditions of each Targeted Urban Area (TUA), which to this day creates a challenge for neighborhood improvements. Because of these conditions, the CMA/ELW Team proposes strategies to mitigate/improve the conditions within each TUA. Hence, the overarching recommendation is that MDEAT takes a leading role in the following neighborhood improvement strategies to enhance the livability and well-being of the communities in Miami-Dade County for the neighborhood. Implementing these strategies will significantly improve the agency's relevancy for the TUAs and the residents' and businesses' overall quality of life and businesses therein.

Recommendation and Observations include.

The Miami Dade Economic Advocacy Trust (MDEAT)

- A comprehensive orientation for staff to be (re-) introduced to the history of the relevancy of Miami Dade Economic Advocacy Trust (MDEAT) and the importance of the Disparity Study to the agency's existence and the inclusion of the Black Community's inclusion in the economic success of Miami Dade should occur within the next fiscal year for all staff and board members
- MDEAT will need to decide if it will be a program provider or an advocate for those residents and businesses in the TUAs to which it is assigned. The feedback revealed that this needs to be clarified in the communities and with key stakeholders interviewed.

Housing (Homeownership/Renter Population)

- Establish advocacy/legislative initiatives for Senior Housing (or lack thereof).
- MDEAT to embark on collaborative advocacy with other organizations in similar genres that include affordable Housing from the perspectives of ownership opportunities and, most importantly, rental.
- Increased affordable housing initiatives are necessary. The County should continue to develop and maintain reasonable and workforce housing options through incentives, subsidies, or inclusionary zoning policies to ensure diverse inclusion in neighborhoods.
- Monitor/Support the Miami-Dade County "HOMES Plan" to provide relief to residents across the targeted communities that populate extremely low to middle-income residents. The Plan offers comfort to homeowners and renters and

creates more Housing that people can afford by bringing new units online in the short term, building new teams, and preserving or enhancing existing affordable/workforce housing.

Community Development

- Partner with local agencies who offer programs to address Financial Literacy for individuals and business owners in' the TUAs
- Recognizing that the County provides green spaces and parks throughout the community gatherings can involve creating new parks, revitalizing existing ones, and ensuring equitable distribution of green spaces.
- Neighborhood revitalization should focus on targeted revitalization efforts in these distressed areas, including façade improvements, small business/economic support, infrastructure upgrades, and investment in public amenities.
- Community engagement – MDEAT must foster more robust community
- engagement by promoting participation and collaboration among residents, businesses, and community organizations—an extensive database is in place as part of the scope of this study.

The CMA/ELW Team encourages periodic community meetings, establishing neighborhood associations and other platforms for open dialogue, decision-making, and advocacy.

Business and Economic Development

Partnering with local agencies that facilitate "Business Readiness" services is an area that MDEAT needs to advocate. Part of access to capital and or contracts entails having the business preparedness to provide the products and services required by business and industry. Most importantly, how to pose the "Value Proposition."

Youth Development

- MDEAT will need to Partner with local agencies that counsel and provide education and development skills for area youth to broaden its scope of advocacy for youth development and retention.
- Youth retention advocacy during and after High School and or strategies need to be considered in collaboration with business and industry as well as community influencers and elected officials.

Education

- Advocacy for equitable education in the TUAs as it relates to resources, education (pre-, during, and after school programs), Internships / Mentorships, for example.
- Partner with local agencies regarding the disparity inequities and disciplinary practices for Black students in the Miami-Dade Public School System.

Crime Prevention and Safety

Implement crime prevention measures such as increased neighborhood watch programs, improved lighting initiatives, security cameras, shot spotters identification campaigns, and stronger partnerships with County and local government law enforcement agencies to help improve neighborhood safety.

TUA Site Reviews

- Improve transportation options for certain TUA districts; current routes are far from metro areas.
- Heightened and inclusive Public Works and or Community Improvement Plan. Specifically, maintenance of infrastructure (parks and public restrooms, bus stop shelters, metro rail stations, libraries, sidewalks, public amenities, etc.).
- Better access to resources for small businesses to maintain their commercial properties.
- Through the County's urban design principles and policies, established workability and complete street plans are needed to improve pedestrian and cyclist infrastructure in walkable neighborhoods and implement comprehensive street policies in conjunction with local governments to prioritize the safety and accessibility of non-motorized transportation.

Community Collaboration:

- MDEAT has been deficient in its ongoing partnerships with agencies and or organizations meant to be the "boots on the ground" in the communities served. Through the database created for this engagement, the consultant recommends stronger alliances formed with incentives to enhance the overall quality of life for the constituents served. It should be inclusive of the categories that examined in this study. Specifically, Health and Wellness, Community Development, Economic and Business Development, Affordable Housing, Criminal Justice Reform, and Education.

MDEAT Board/Advisory Committees:

- MDEAT Board and Advisory Members will need to be provided with a comprehensive orientation of the history of the agency's origins and their roles as Lead Advocates and Ambassadors for their constituents served.
- Board Committees must be expanded to include Education, Health and Wellness, and Community Development. This will provide the opportunity for MDEAT to provide universal advocacy as opposed to selected initiatives.



Community and Neighborhood Benchmarking



E.L. WATERS and Company, LLC
PLANNING and DEVELOPMENT CONSULTANTS

Black Miami Dade TUAs are predominantly Black and or Black Diaspora populations. The summaries noted in this section revealed that the communities have made progress but, on that same note, are struggling to move forward and reap the benefit of prosperity that other sectors are enjoying in Miami-Dade County.

As a point of information, current studies and or reports were requested through the protocols of Miami-Dade County Government but have yet to be made available by the time of this report submission.

The intention of providing insights from the outside research was the premise of context for a historical review that allowed the CMA/ELW Team to make an authentic time comparison of whether there has been improvement in the TUAs versus further deterioration.

Most of the studies identified focused on the business/contracting sectors and, to a lesser degree, other aspects of inequities.

Comments in this section are categorized as follows:

- Affordable Housing
- Community Development
- Business and Economic Development
- Criminal Justice
- Education
- Health and Wellness

Affordable Housing:

The study entitled "Building the Divide... Building an Economy that Works for All," commissioned by the U.S. House Select Committee on Economic Disparity & Fairness in Growth " provided a holistic approach to this disparity issue, especially in the Black Communities across the United States. Excerpts from the affordable housing dilemma section give context.

A safe, stable, affordable place to live immeasurably improves the quality of life and the possibility of accumulating assets. Homeownership, in particular, provides a clear pathway to upward mobility through home equity, improved credit, and asset-building. Homeownership is by far the most critical wealth-building mechanism for Americans, as it provides better long-term financial security than renting and accounts for most financial assets held by lower and middle-income people.

While homeownership has benefits compared to renting, the typical single-family home sold recently provided the seller with an equity gain of \$146,000 if purchased five years prior, \$229,000 if purchased ten years prior, and \$352,000 if purchased 30 years prior.

For the vast majority of Americans, these are life-changing sums. Unfortunately, these benefits are becoming increasingly inaccessible to a growing share of the American population and, in the process, constricting opportunities for economic mobility.

Over the past 30 years, increases in home prices and rent have significantly outpaced wage increases. As homes become more expensive, higher incomes or outside financial resources will be prerequisites for buyers. Consequently, the once widely available path of intergenerational wealth-building that helped shape the American middle class is eroding one of the most critical elements of the American Dream.

Signs of this erosion are shown in the data. However, in 2017, more than nine in 10 Americans believed owning a home was "essential" or "important" to achieving the American Dream. The National Association of Realtors found that first-time homebuyers recently accounted for barely one-quarter of all home purchases, the lowest share on record. The age of the typical first-time homebuyer reached an all-time high of 36 years, up from 29 in 1981 and 24-25 in 1960. Public sentiment reflects these statistics. Roughly seven in 10 Americans believe that young adults today have a more challenging time saving for the future and buying a home than their parent's generation.

Prospective homebuyers cite a lack of affordable homes and savings for a housing payment as the most significant challenges of purchasing a home. The decrease in affordability primarily reflects a need for more supply. The U.S. had a deficit of 3.8 million housing units in 2020. As more Americans compete to buy and rent, particularly in high-demand areas, more housing units drive up costs, limiting prospects for those with the lowest incomes and least wealth.

Business and Economic Development:

Black-owned businesses in Miami Dade County, as of 2012, comprised 11% of the companies in the county. Compared to 9% nationwide. Unfortunately, 96% of the Black Businesses had no employees compared to 86% of all others polled. The largest category for Black-owned Businesses is the Service sector (27%), followed by healthcare provision (15.4%) and administrative services (14.4%).

The Disparity Study prepared by Mason Tillman focused primarily on Procurement by Miami-Dade County and covered the period of 2007 – 2011. The report provided significant disparities in the usage of Black Businesses in the procurement process.

Table 2 shows the results of the disparity ratio calculations.

Table 2: Disparity Ratio Calculations

Categories	All Prime Contracts	Prime Contracts < \$250K
African American	S	NS
Asian American	S	S
Hispanic American	S	Overutilization
Native American	-	-
MBEs	S	NS
WBEs	S	S
MWBEs	S	NS

Table 2b: Miami-Dade Procurement by Ethnicity and

	Construction	Professional Services
African American	S	S
Asian American	-	Overutilization
Hispanic American	S	NS
Native American	-	Overutilization
MBEs	S	NS
WBEs	NS	NS
MWBEs	S	NS

S= Disparity that is Statistically Significant NS = Disparity that is Not Statistically Significant

Black Investment Behavior:

A recent FINRA (Financial Industry Regulatory Authority) study on 25,509 Americans of Caucasians and Black and Brown Americans revealed the following behavior questions: "What investment instruments were you exposed to as a kid?" "What kind of financial accounts do you have?"

In most instances, the answer has been none. Financial Literacy (personal, business, and estate planning for wealth accumulation) has proven to be an essential component in the success of the Black community. Still, it has been evasive in its knowledge integration.

This study's authors posed several hypotheses related to Black Investment Behavior.

- H1: African Americans are less likely to invest in the stock market as compared to White H2: African Americans do not invest in the stock market because they do not understand the stock market
- H3: African Americans do not invest in the stock market because they do not make enough money to invest in the stock market
- H4: African Americans do not invest in the stock market because they are afraid to lose their money in the stock market.
- H5: Does any of the top three reasons that African Americans do not invest significantly impact them not investing versus those other reasons for not investing?
- H6: African Americans who are financially literate are more likely to invest in the stock market than those who are not.
- H7: Those exposed to investing while growing up are more likely to invest than those not exposed to investing while growing up.

The study finds the three top reasons why African Americans do not invest in the stock market are:

- "I do not understand how the stock market works,"
- "I do not make enough money",
- "I do not want to lose money in the stock market.

The study concludes a positive relationship between financial Literacy and African American investing behavior. Results show African Americans who are financially literate were 3.466 times more likely to invest in the stock market. A positive relationship exists between being exposed to investing at an early age and investing behaviors. Results show African Americans exposed to investing were 2.353 times more likely to invest in the stock market. The following positive relationship is age and investment behavior. For every additional year of age, the likelihood of a respondent being an investor increases 1.406 times.

Lastly, a negative and significant relationship exists between African Americans who make less than \$50,000 and investment behaviors. These individuals are less likely to invest. Similarly, there is a negative relationship between gender and investment behavior amongst African Americans, concluding that males are less likely to invest than females. This study gathered data through survey methodology and conducted numerous statistical analyses to prove each hypothesis true.

Community Development

In the February 23, 2021, article from the Miami Times entitled "Achieving Prosperity for Black Miami after Decades of Failure," the author still expressed that there is hope in the community to rid Miami Dade and South Florida of economic and social inequity from two aligned initiatives: the South Florida Black Prosperity Alliance (SFBPA) and Miami Dade's new Office of Equity and Inclusion.

The writer continues to reinforce that the disparities before the McDuffie riots that devastated Liberty City and other areas in Black Miami still exist today. Disbanded were ordinances in 1981 for set-a-sides created by then County Manager Merritt Stierheim as of 1997.

Continuing to strive for prosperity, Black Miami still fails to achieve that goal of equity and inclusion in Miami-Dade County. Under the leadership of Mayor Levine Cava, The Office of Equity and Inclusion was established. The office focuses on "improving Miami Dade County's procurement opportunities for underserved businesses. Specifically, capacity in the following areas:

- Access to Capital
- Business Planning
- Updated Technology
- Internal and external communication strategies
- Considered succession planning
- Rigorous measurements of outcomes

Child Care in TUA Communities

The childcare market, however, displays signs of market failure, in which the aggregate value of the services exceeds charges for or the cost of the services. In the case of childcare, the prices of care are already unaffordable to many. At the same time, care workers' wages are too low to attract enough providers, leading to chronic shortages and continuing high prices. One estimate suggests families will spend an average of \$10,000 on care per child in 2022, and in large cities, closer to \$20,000 a year per child. Some low-income families spend up to 35% of their income on childcare.

Broadband, roads, and transit, the physical connections between our homes, jobs, and schools, connect us to economic opportunity. How physically or virtually connected you are to others often influences your ability to achieve the American Dream. Ms. Nikitra Bailey, senior vice president of public policy at the National Fair Housing Alliance, put it in stark terms: "Where people live determines their access to homeownership, the type of credit they use, their ability to attend a well-resourced school, their exposure to toxins, and pollutants, and their employment opportunities, all of which are consequential to their economic status and level of wealth."

We sometimes talk about a whole-of-government effort. The problems we address today are the whole of society. And so, the solutions lie, as they always have, partly with the government but also in our neighborhoods, businesses, families, and houses of worship.

People who start businesses, on average, earn higher lifetime incomes, enabling small

business owners to accumulate wealth and, for family-owned businesses, transfer wealth to children. Small companies have other benefits for communities and the country. While about 96% of small companies have fewer than ten employees, they create two-thirds of all new jobs and employ 61.7 million people, almost half of all private sector employees. They also cultivate social capital, increase local tax revenues, and are engines of economic growth. When small businesses succeed, American workers benefit. Until the COVID-19 Pandemic led to an uptick in small-business formation, entrepreneurship in the United States had declined for about 40 years. Financing constraints, complex and costly licensing requirements and regulations, and the greater appeal of more secure, high-paying jobs all played a part. Because of continued discrimination, capital, a requisite for many budding businesses, has been particularly hard for minority entrepreneurs to obtain.

Since small businesses can do much to increase opportunity and reduce disparities, policies must redress existing barriers to successful entrepreneurship. Expanding access to capital, increasing technical assistance, reducing regulatory red tape, and facilitating better options for family-friendly business policies would all be beneficial.

Starting a business is an inherently risky venture shaped by various factors, including the quality of local competition, access to financing, and macroeconomic conditions, some of which are not in an entrepreneur's control. Between 1994-2019, about one-third of new firms with employees closed within two years of opening, and half closed within the first five years.

Criminal Justice Reform

As of the submission date, the CMA/ELW Team had repeatedly requested updated information on the state of criminal justice data in the TUAs; however, requests went unanswered.

Comments in this section reflect insights from the ACLU of Florida and its Greater Miami Chapter on treatment and disparities from excerpts from "Unequal Treatment: Racial and Ethnic Disparities in Miami-Dade Criminal Justice," July 2018. Noteworthy is that the authors classified Miami as one of the most segregated cities in the U.S. Additionally, gentrification will likely fuel enhanced segregation in this region.

Statistics revealed that the TUA tends to be over-policed by law enforcement, and residents receive harsher sentencing criteria.

Figure 4 - ACLU of Florida and its Greater Miami Chapter on treatment and disparities from excerpts from "Unequal Treatment: Racial and Ethnic Disparities in Miami-Dade Criminal Justice", July 2018.

Figure 4: Disparities in Miami-Dade Criminal Justice by Race

	Total	White Non-Hispanic	White Hispanic	Black Non-Hispanic	Black Hispanic
Characteristics of defendants					
White Non-Hispanic	19%				
White Hispanic	35%				
Black Non-Hispanic	38%				
Black Hispanic	8%				
Male	83%	80%	84%	81%	87%
Age at arrest	35.56	37.39	35.74	34.38	36.12
U.S. citizen	77%	75%	60%	93%	83%
Homeless	3%	6%	2%	2%	2%
Prior arrests	4.07	3.82	3.07	4.70	5.92
Prior convictions	0.91	0.68	0.56	1.24	1.44
Characteristics of the neighborhood of arrest					
% White Non-Hispanic	15%	21%	15%	14%	13%
% White Hispanic	47%	52%	59%	36%	41%
% Black Non-Hispanic	28%	17%	17%	42%	37%
% Black Hispanic	2%	2%	2%	3%	3%
% Immigrant	46%	50%	52%	40%	42%
% Poverty	29%	26%	27%	32%	32%
Median household income	37,545.45	41,769.92	39,831.75	34,248.05	33,975.91

Interviews with a local Youth Counseling Agency noted that their primary work was related to gun violence and that “What is happening?” becomes a joint discussion. The interviewee indicated that most of the youth counseled are black or brown and feel that there are already negative perceptions placed on them by society whether they are in the system or not.

When posed with the question of “transformation,” the respondent stated that more voices need to advocate for the disparities and inequalities experienced in the communities. Addressing the issues requires a multiple-layer approach when facing the communities. Additionally, law enforcement needs to be held more accountable.

There is a backstory to the disparities of our children, and it comes from the domino effect of labeling by zip code, foods, communities, schools, etc.

Arrests by Neighborhood

The predominant number of arrests are primarily in Overtown and Liberty City. The ACLU further notes that Policing is heavier in Black Communities in Miami Dade.

Figure 5: Arrest Rates in Black Communities

Figure 9A. Arrest Rate

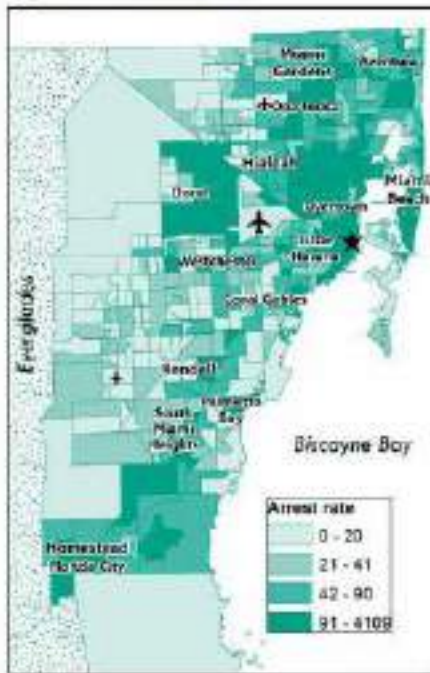


Figure 9B. Felony Arrest Rate

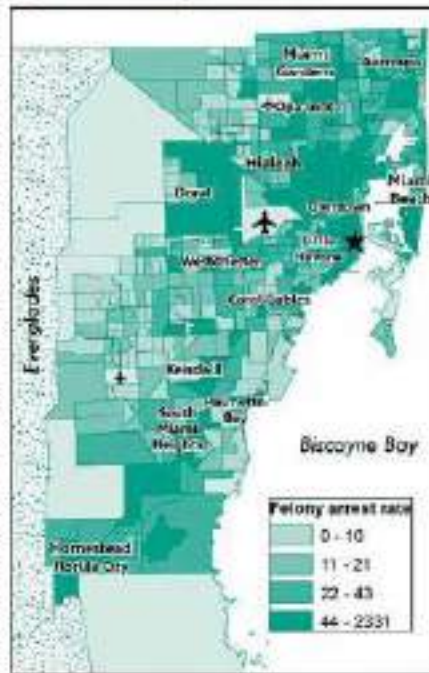


Figure 9C. Misdemeanor Arrest Rate

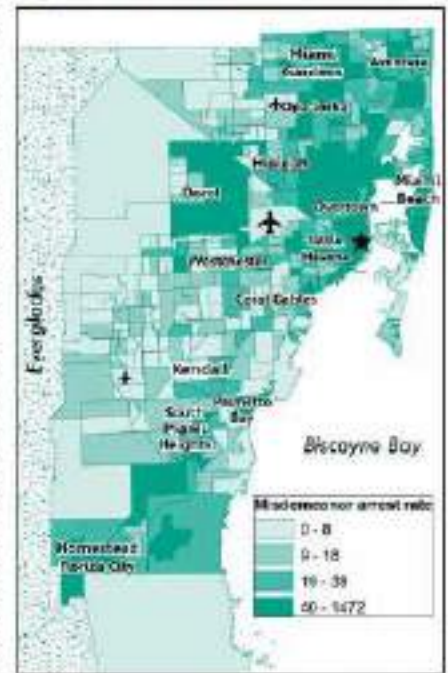


Figure 10A. Ordinance Arrest Rate

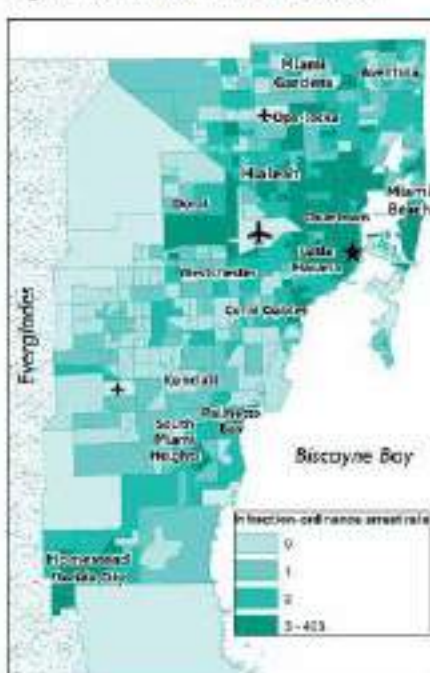


Figure 10B. Nuisance Arrest Rate

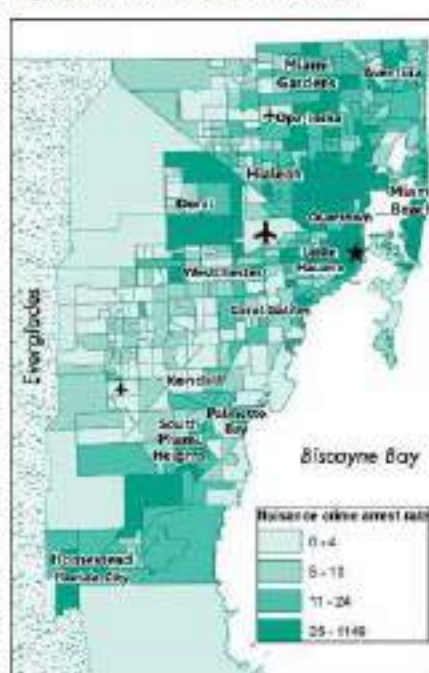


Figure 10C. Homelessness Arrest Rate

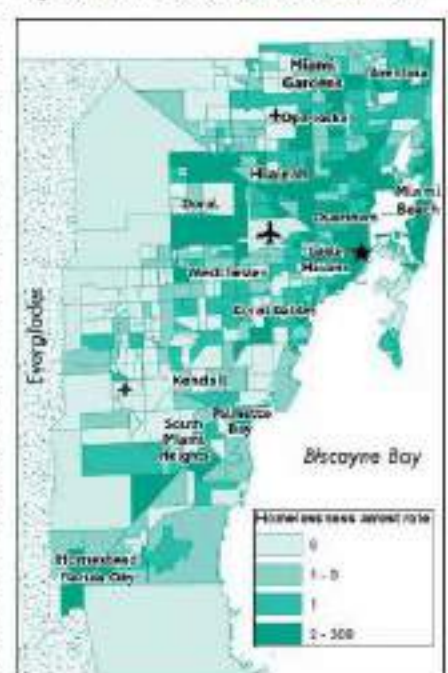


Figure 6: Arrests by Neighborhood

Figure 36A. Prison Rate

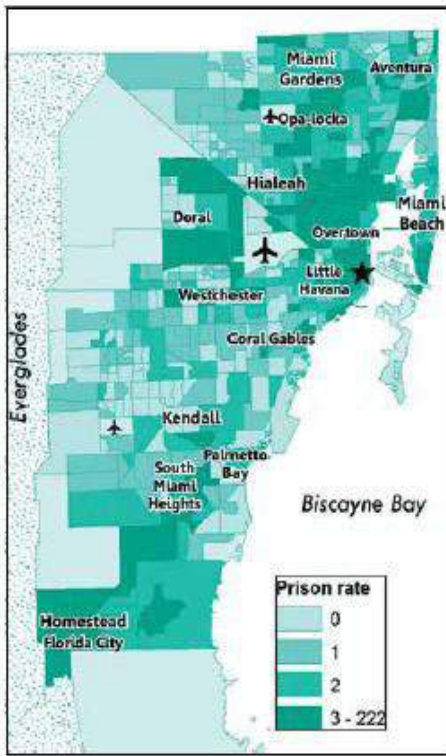


Figure 36B. Jail Rate

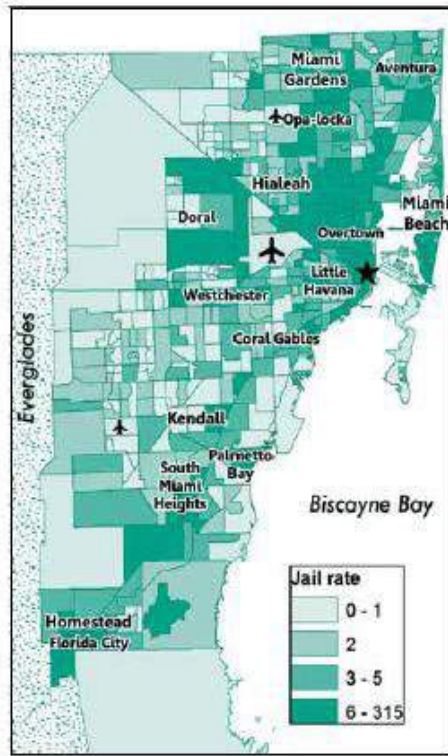


Figure 36C. Probation Rate

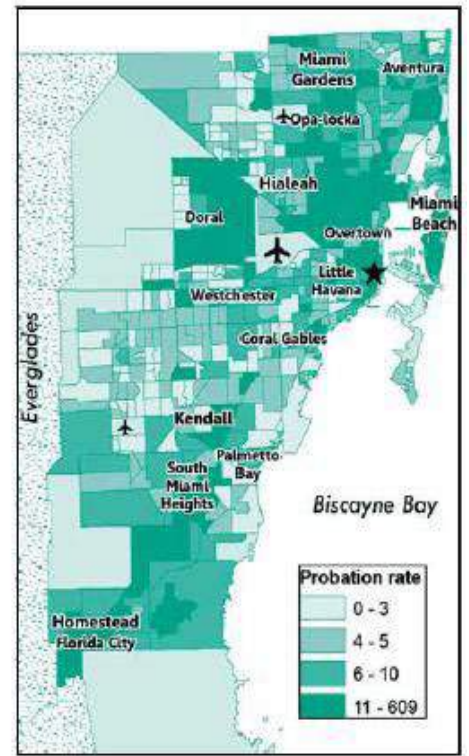


Figure 37A. Prison Sentence Length

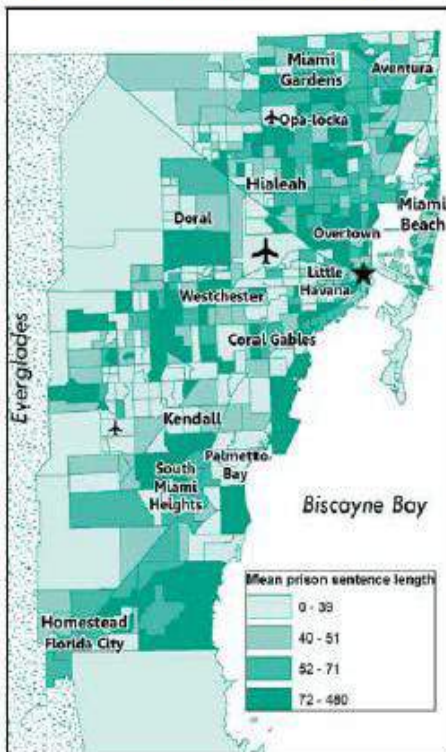


Figure 37B. Jail Sentence Length

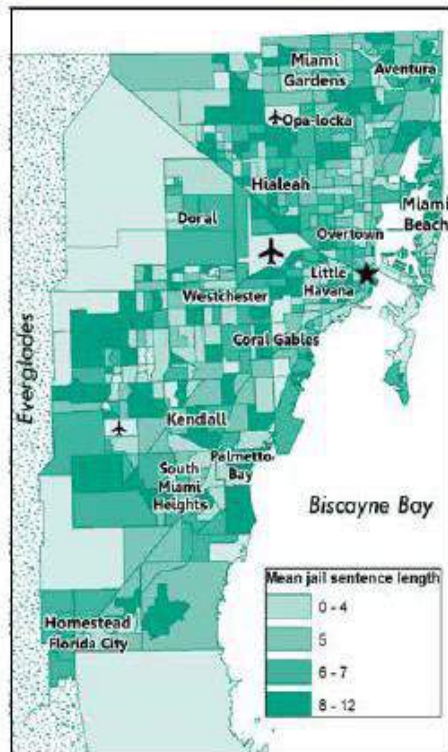
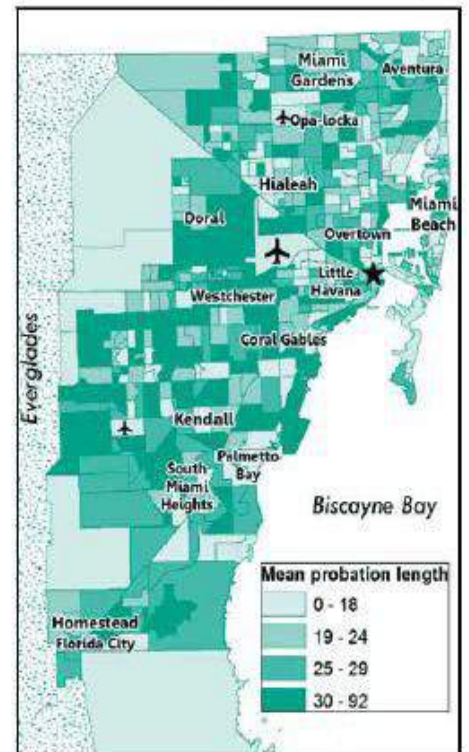


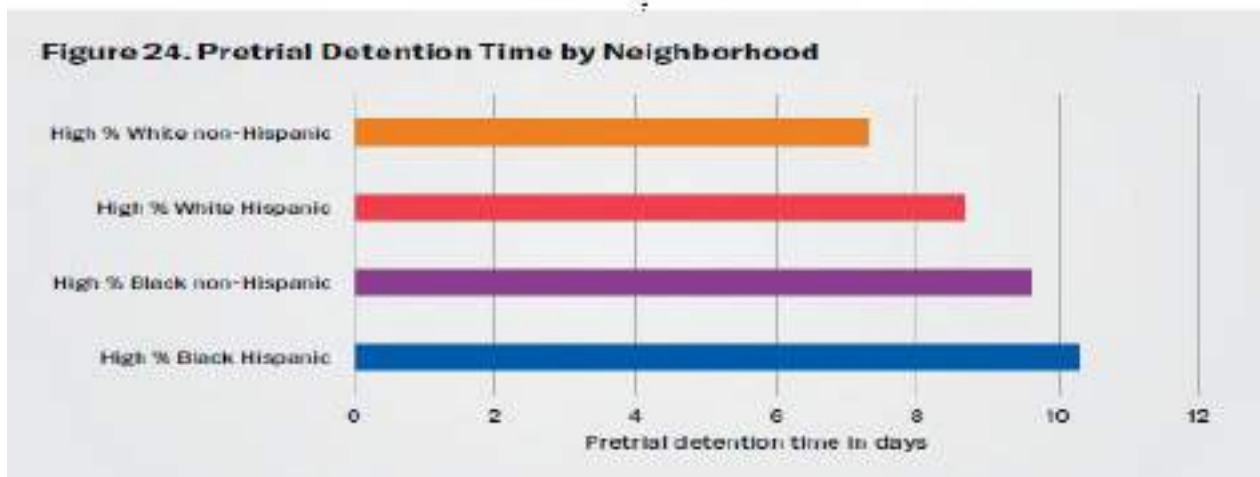
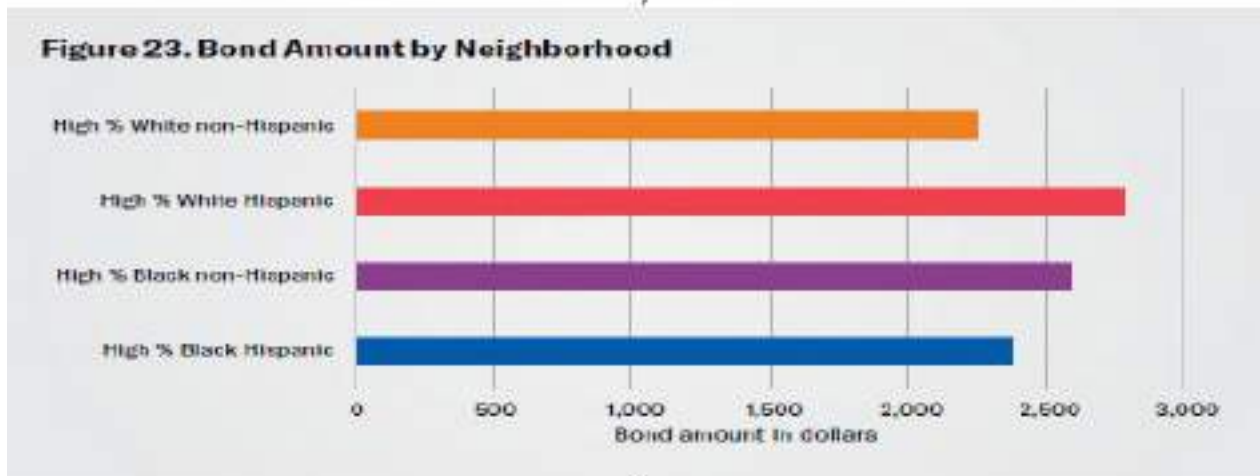
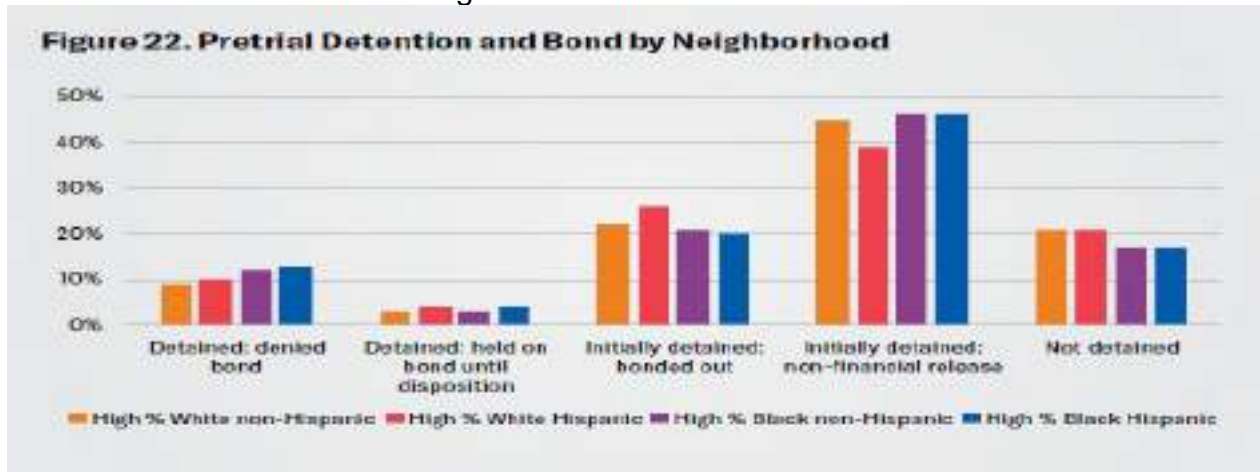
Figure 37C. Probation Sentence Length



Pre-Trial and Bond by Neighborhoods

The article proved to be a strong reference point for concentration of how sentencings are issued.

Figure 7: Pre-Trial and Bond



Education:

Equity in education or the inequality does not just exist in Miami Dade County. A recent article of comparisons in Miami Dade and Palm Beach Counties revealed the significant gaps between Black, Caucasian and Hispanic students that encompassed Educational Achievement gaps, Suspension rates and Enrollment in Advanced Classes.

Primary issues include...

White students are outperforming statewide while Black and Brown students are underperforming significantly.

Test scores between Black and White 10th grade students have the widest margin amongst Florida's seven most popular counties.

Palm Beach County Black and Hispanic students trail at both 3^d and 10th grade levels while white students outperform neighboring counties.

"Building the Divide... Building an Economy that Works for All," the study commissioned by the US House Select Committee on Economic Disparity & Fairness in Growth " noted that Investing more early will have dramatic savings later in a whole range of ways for residents and businesses, economic and social, "Marc E. Jaffe, CEO of Children Learning Centers of Fairfield County, CT testified in congress." Ninety percent of the brain is developed by the time a child is five years old". The key is to nurture the growth experience.

Unlike the public schools that are open nine months a year and six hours a day, Children's Learning is open and available not only to educate children and prepare them for kindergarten, but to enable parents to work, Jaffe added The population that we typically serve are working class and lower income, about 95% of our families are minority. About 70% of the families are immigrant, and they are the workforce economy The first five years of a child's life are the "most consequential" for enabling success in school and adulthood, and the benefits of a functional early and education system are difficult to overstate, So testified Elliot Haspel of the Robins Foundation stated to congress. Earlier this year, we got the results of a natural experiment from Boston, where a lottery determined which students got into a public preschool program, he added. Comparing demographically similar lottery winners to lottery losers, winners were 6% more likely to graduate high school, significantly more likely to graduate high school, significantly less likely to be suspended or incarcerated, and significantly more likely to take the S.A.T. and to attend and graduate college.

The Boston experiment, the first randomized control study of the long-term effects of a large-scale preschool program, found other positive outcomes across racial and income groups. High-quality, birth to age-five programs can provide a 13% return on investment when offered to children from disadvantaged socio- economic backgrounds. That return is based on reduced costs in special education, criminal justice expenditures, increased income, tax payments across children's lives, and increased parental earnings.

Health and Wellness:

Disparities within the Black and/or Black Diaspora Communities has been a long time concern. The Article entitled “Racial and Ethnic Disparities by Gender in Healthcare in Medical Advantage,” compiled by the CMS Office of Minority Health in Collaboration with the Rand Corporation yielded the following results and is summarized below. The article focused on Medicare beneficiaries.

Table 3

Measure	Disparity
Getting needed care (Prevention)	Black men and women; API men and women; Hispanic men
Getting Appointments & Care Quickly	API, Black and Hispanic men, and women
Customer service	API men and women
Doctors who communicate well	API men and women
Care coordination	API, Black & Hispanic women; API & Hispanic men
Getting needed prescriptions	API.Black & Hispanic men and women
Getting information about prescription drugs	API, Black & Hispanic men and women
Annual Flu vaccine	Black and Hispanic women, API men

Regarding patient experiences, the study revealed the following..

Compared to white women, Hispanic women reported worse experience for 2 of the 8 patient experience measures, Black women reported worse experience for 3 of 8 and API (Asian Pacific, Indian/Indigenous) women reported 4 of 8 worse experience.

Compared to white men, API men reported 7 of 8, Black men 2 of 8 and Hispanic men 3 of 8 worse experience

The following schedules likewise revealed the disparities with regard to infant mortality.

Leading Causes of Infant Mortality

Infant deaths and mortality rates for the top 5 leading causes of death for African Americans, 2020 (Rates per 100,000 live births)

Cause of Death (By rank)	# Non-Hispanic Black Deaths	Non-Hispanic Black Death Rate	# Non-Hispanic White Deaths	Non-Hispanic White Death Rate	Non-Hispanic Black / Non-Hispanic White Ratio
(1) Low birthweight	1,136	214.4	1,040	56.4	3.8
(2) Congenital malformations	705	133.1	1, 976	107.2	1.2
(3) Sudden infant death syndrome (SIDS)	472	89.1	563	30.5	2.9
(4) Accidents (unintentional injuries)	375	70.8	547	29.7	2.3
(5) Maternal Complications	337	63.6	370	20.1	3.2

Table 4 Source: CDC 2022. Infant Mortality Statistics from the 2020 Period Linked Birth/Infant Death Data Set. National Vital Statistics Reports

Infant mortality rate per 1,000 live births, 2020			
Age of Mother	Non-Hispanic Black	Non-Hispanic White	Non-Hispanic Black / Non-Hispanic White Ratio
Under 20 years	12.4	8.2	1.5
20-24 years	10.8	5.6	1.9
25-29 years	10.3	4.3	2.4
30-34 years	9.8	3.6	2.7
35-39 years	9.4	4.0	2.4
40-54 years	11.6	5.5	2.1

Table 5 Source: CDC 2022. Infant mortality in the United States, 2020: Data from the period linked birth/infant death file. National Vital Statistics Reports. Table 2.

<https://stacks.cdc.gov/view/cdc/120700>

In Miami-Dade rates increased steadily to a high of 21.7 in 2020, with the highest rate for Black mothers at **60.1 deaths per 100,000 live births** compared to 14.2 deaths for White mothers. Hispanic origin was gauged separately with the Hispanic death rate in 2020 for Dade County at 17.5.

Inequities in Health Care Delivery:

The African American Wellness Project was organized to respond to the inequities in health care delivery that exists between African Americans and the rest of America. It is our belief that while good health begins with diet and exercise, once you enter the health care system, you must be organized to get the most out of it.

The African American Wellness Project resulted from an organizational conference which focused on the persistent health care disparities experienced by African Americans. This process consisted of a one-day meeting, involving some 25 African American progressive thought leaders from the Greater San Francisco, Alameda, and Contra Costa Counties, and a half day follow up meeting.

The discussion at the conference resulted in the formation of THE AFRICAN AMERICAN WELLNESS PROJECT, as a registered non-profit Health Care/Wellness Organization.

THE MISSION: To direct resources (dollars, services, information, etc.) towards empowering the African American Community to improve health outcomes and promote wellness.

Most African Americans have had an experience with the health care system that was clearly attributed to race. It may not have involved you directly but, perhaps your children, or your mother or grandfather. At the African American Wellness Project, we believe that if you account for every other variable that impacts on health outcomes race is a major determinant of health status of African Americans. Medical personnel and institutions often without intent do provide the same level of care to the African American Community that is expected from other communities. We believe that the health care system is slowly changing to eliminate the disparities in evaluation and treatment. However, we cannot expect that change to take place fast enough. Given the current health care climate characterized by increasing cost, managed care both providers and consumers are unhappy. Surviving the systems seem more important than changing them at times.

Therefore, the intent of The African American Wellness Project is to focus on the African American Consumer. The emphasis will include the importance of lifestyle and health, prevention, screening and early detection. In addition, we want African Americans to become more sophisticated as they navigate the health care system. We want African Americans and other consumers to be alert and vigilant when they do not receive quality care. Hence, THE AFRICAN AMERICAN WELLNESS PROJECT intends to create a network of experts to support African Americans as we work together to make the health care system more sensitive to the needs of The African American Community.



Demographics of Miami Dade TUAs (MDEAT Assigned)



E.L. WATERS and Company, LLC
PLANNING and DEVELOPMENT CONSULTANTS

The Miami Dade metropolitan area is in the top three (3) in population mass of Florida’s counties but claims significant equity gaps among the Black population. Demographic statistics are highlighted below.

Table 6: Demographic Statistics

Category	<i>Black</i>	<i>White and Hispanic</i>	<i>County</i>
Median Income	\$38,015	\$56,527	
Poverty Rate	24%		16%
Bachelor’s degrees	18%	50%	
Net worth	\$3,700.00	\$107,000	
COVID Infection rate	25% higher for Blacks		

The Black population is 17% of Miami Dade County, while 2.7% of businesses are black and 2% of county contracts go to Black-owned businesses.

Census Data: Observations

As observed, the Miami Dade Black population has identified historically has migrated to the northern part of Miami Dade County (MDC). Recent Census data identifies specific TUAs that are no longer majority-black, includes:

- Goulds
- Florida City
- SW Homestead
- Leisure City
- Naranja
- Princeton
- South Miami

The US Census also indicates that Low Moderate Income is still prevalent in the Current TUAs and Corridors examined by the CMA/ELW Team.

However, since conditions are rapidly changing, consideration should be given to including other places close to the MDC northern border as TUAs and remove TUAs that are no longer majority Black.

As observed, the Black population, as identified historically, has migrated to the northern part of Miami Dade County (MDC). Recent Census data identifies specific TUAs that are no longer majority-black, including:

- Goulds
- Florida City
- SW Homestead
- Leisure City
- Naranja
- Princeton
- South Miami

This phenomenon may result from gentrification and is a process whereby the character of a poor urban area changes because of wealthier people moving in, improving housing, and attracting new business. Typically, this process displaces current residents, requiring them to move to other affordable urban areas. One of the most significant disadvantages is the reduced quality of life previously experienced by the original residents of a neighborhood. Residents may also experience longer commutes to work. It can displace low-income families or, more often, prevent low-income families from moving into previously affordable areas.

Also, observable is that the US Census indicates that Low Moderate Income is still prevalent in the current TUAs and Corridors except for SW Homestead and Florida City. Since TUAs are generally locations with neighborhoods greater than 50% black residents. Since conditions are changing in MDC, consideration should include other

places close to the MDC northern border as TUAs and removing the TUAs that are no longer majority black.

Black Population – Census Data

Figure 9 - MDC TUA Census Tract

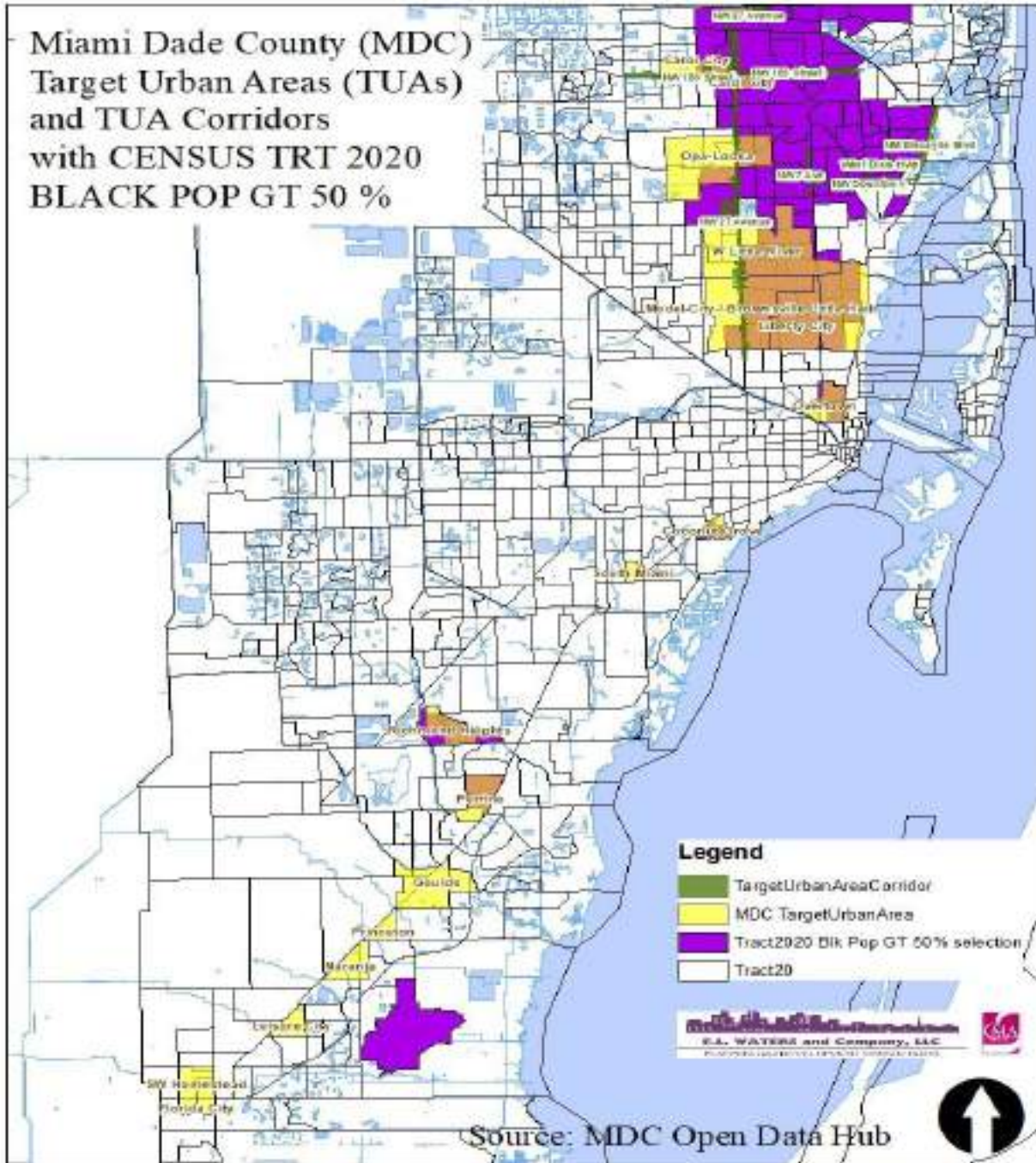
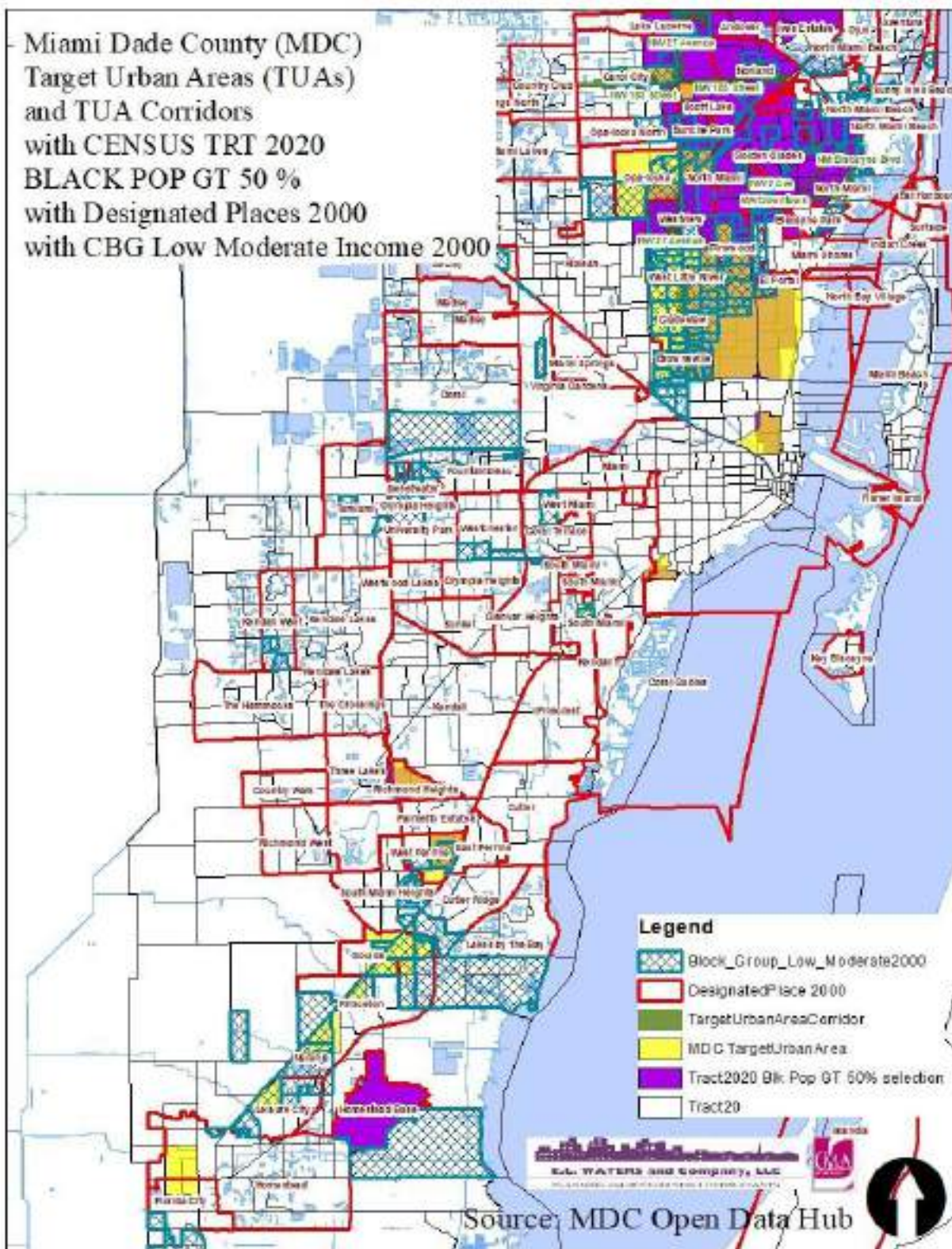


Figure 10 - MDC TUA Black Populations Low/Moderate Income





GIS Mapping of TUAs

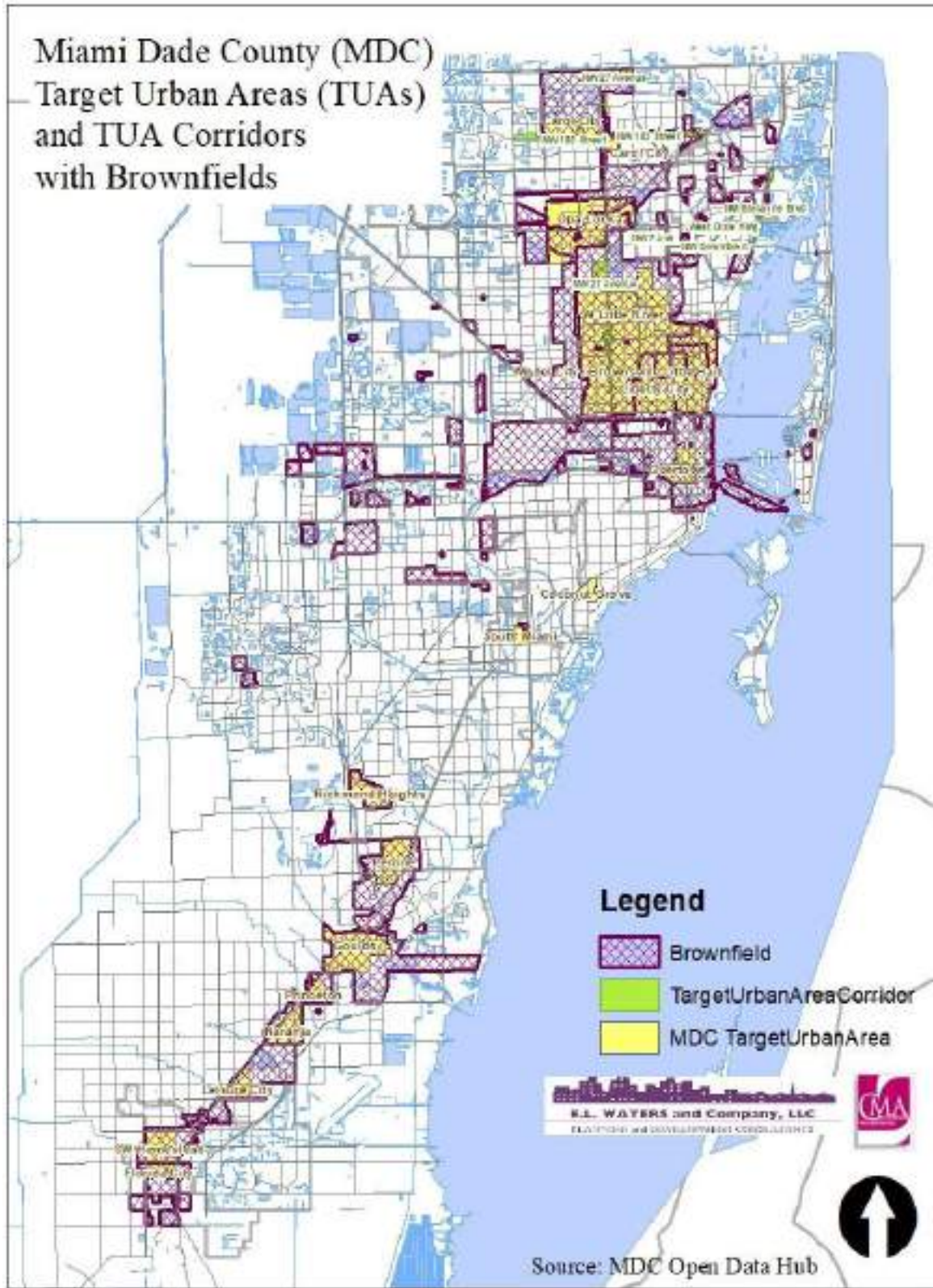


Brownfields Observations

Brownfields are generally former industrial or commercial sites where future use is affected by actual or perceived environmental contamination. Contamination can pollute soil, air, and water resources on and off-site. Typical sites are railroads, gas stations, oil refineries, chemical storage facilities, and manufacturing plants. In addition to physical health hazards, risks can include uncovered holes, unsafe structures, and sharp objects. Cleaning up and reinvesting in these properties protects the environment, reduces blight, and takes development pressure off greenspaces and working lands.

The following graphics indicate that the historic TUAs and Corridors are in Brownfield areas. Needed remediation is required for any development in these existing TUAs.

Figure 11 - Brownfields in TUAs



Commercial Development

Commercial Development near TUAs is a necessity for the prosperity of the population within the TUAs and Corridors. The graphics above indicate that this development is prevalent in MDC and close to the TUAs.

Table 7 - Existing Land Use (ELU) Commercial Development

	<u>MDC</u>	<u>TUAs</u>	<u>TUA Corridors</u>
Sales and Services	5,842	1,584	469
Shopping Centers	68	5	1
Office Buildings	2,409	284	119
Total	<u>8,319</u>	<u>1,873</u>	<u>589</u>

Supermarkets

Commercial Data identifies approximately 773 Supermarkets within MDC. 204 Supermarkets are within the TUAs or their vicinity (Approximately 500 ft). 48 Supermarkets are in or in the TUA Corridors.

Convenience Stores

Commercial Data identifies approximately 606 Convenience stores within MDC. 104 Convenience Stores are within the TUAs or their vicinity (Approximately 500 ft). 46 Convenience Stores are in or in the TUA Corridors.

Dollar Stores

Commercial Data identifies approximately 53 Dollar Stores within MDC. Eight Dollar Stores are within the TUAs or their vicinity (Approximately 500 ft). Five Dollar Stores are in or near the TUA Corridors.

Beer Wine Liquor Stores

Commercial Data identifies approximately 275 Beer, Wine, and Liquor Stores within MDC. There are 27 Stores within the TUAs or their vicinity (Approximately 500 ft). Nine stores are in or in the setting of the TUA Corridors.

Figure 12: Office Sales, Services and Shopping Centers

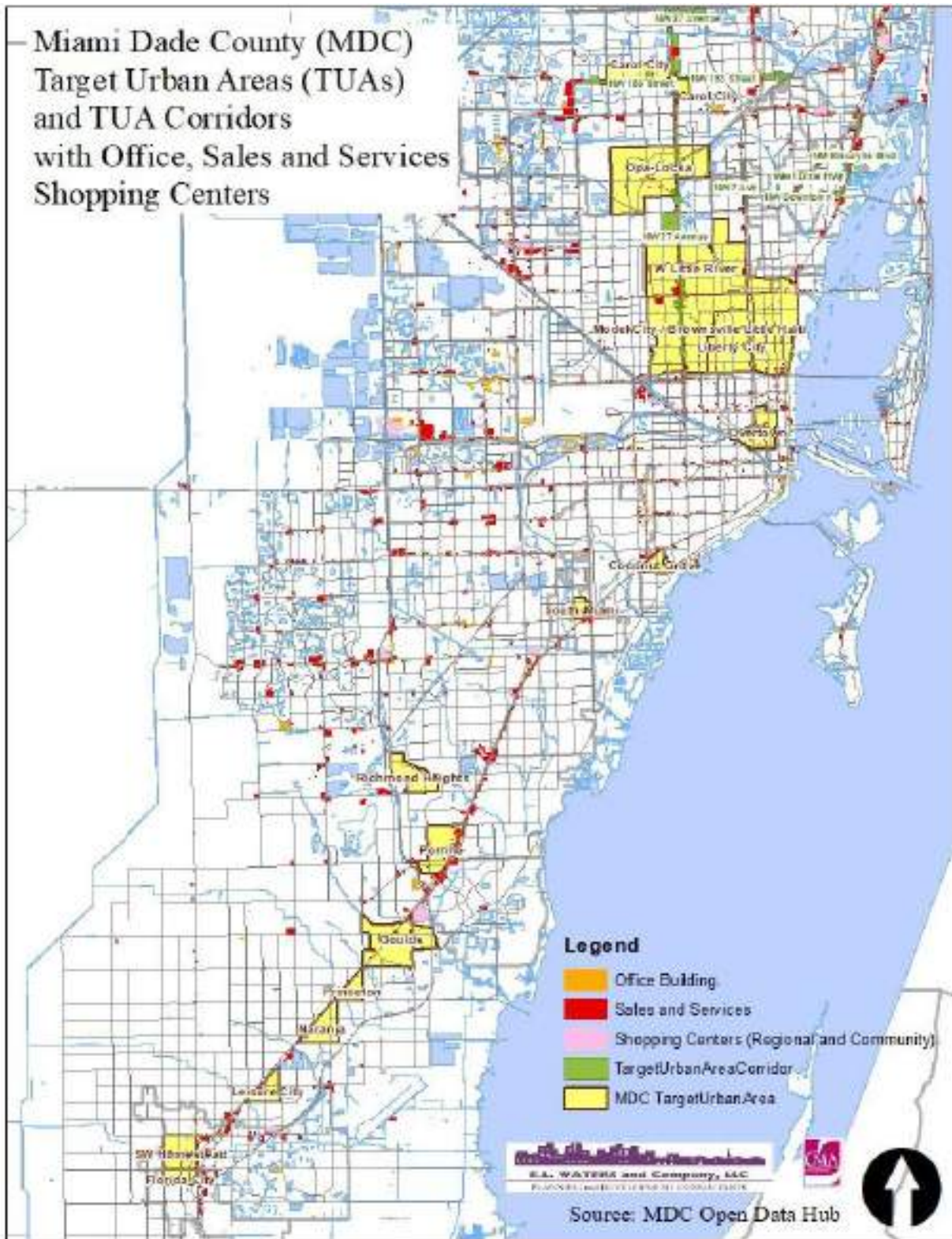


Figure 13: TUAs and Corridors with Supermarkets

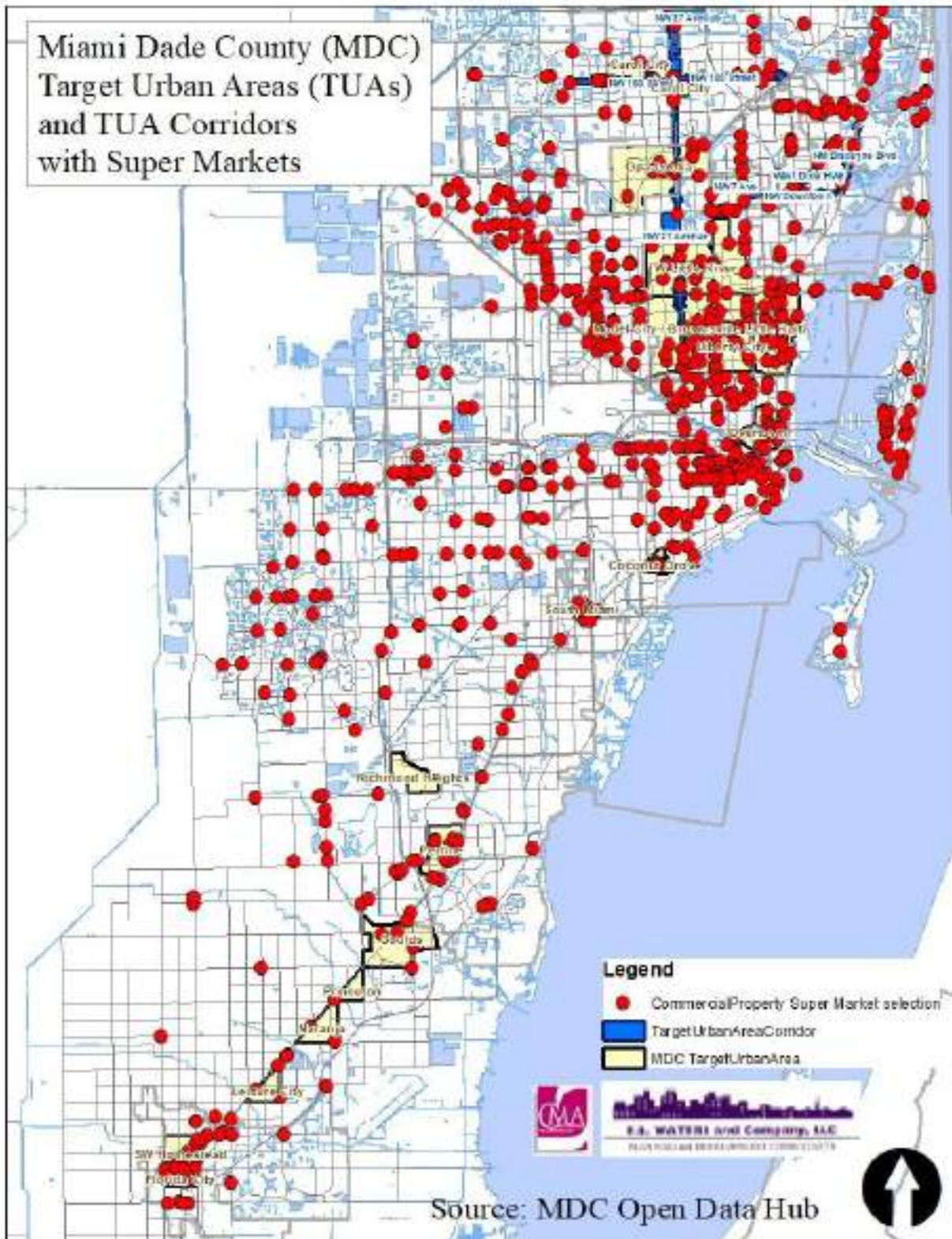


Figure 14: TUAs and Corridors with Area Supermarkets



Figure 15: TUA Corridors with Area Supermarkets

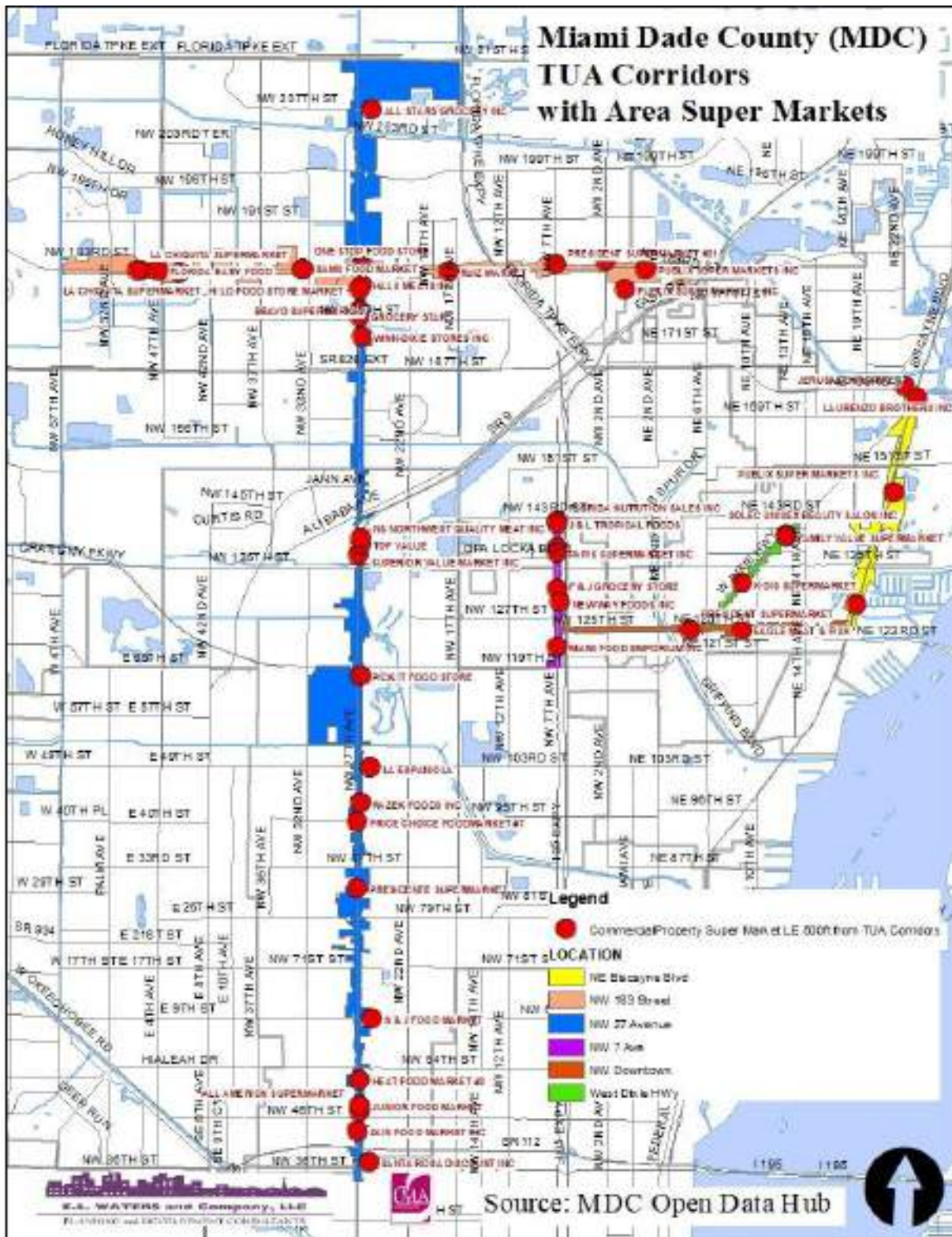


Figure 16: TUAs and TUA Corridors with Convenience Stores

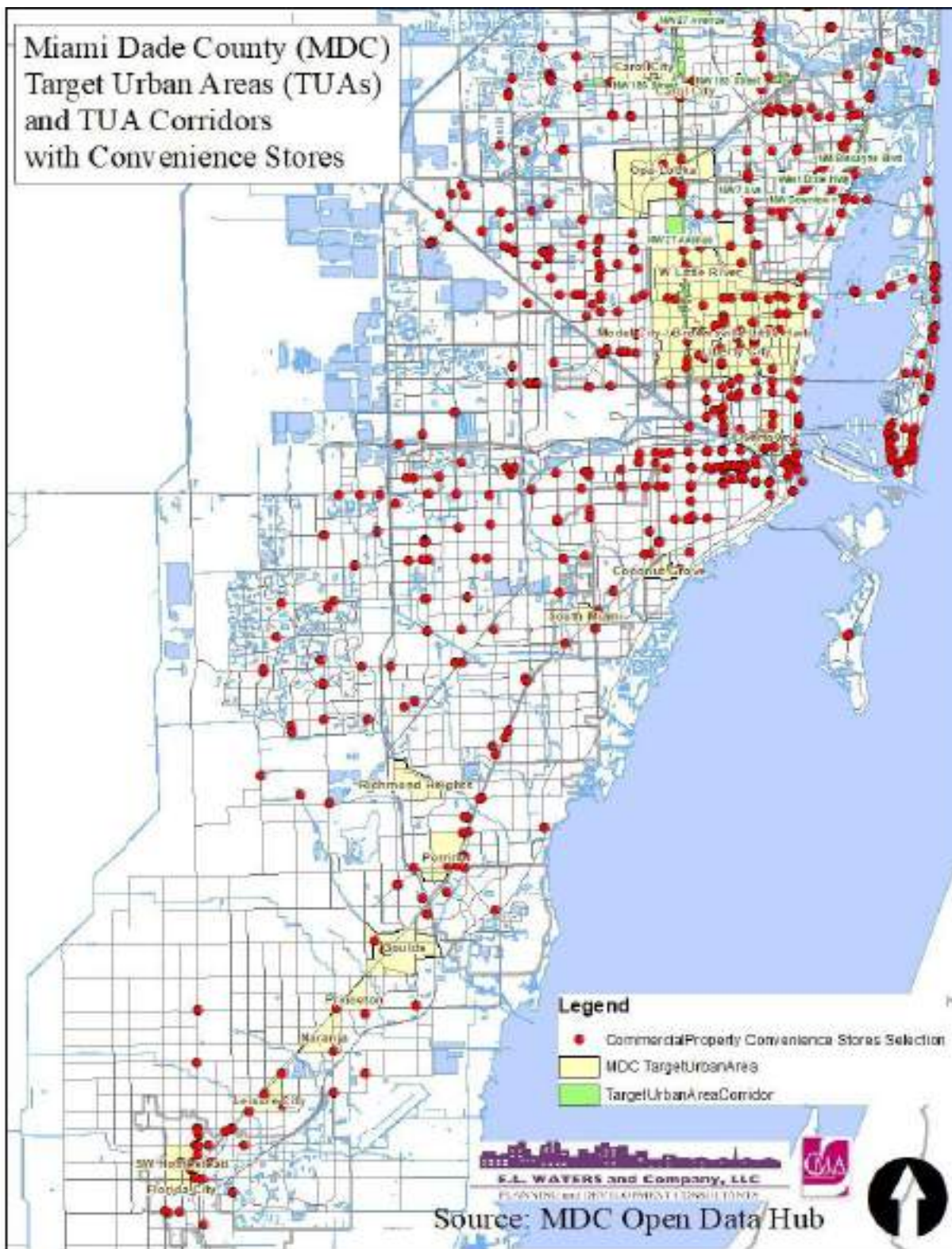


Figure 17: TUAs and TUA Corridors with Dollar Stores

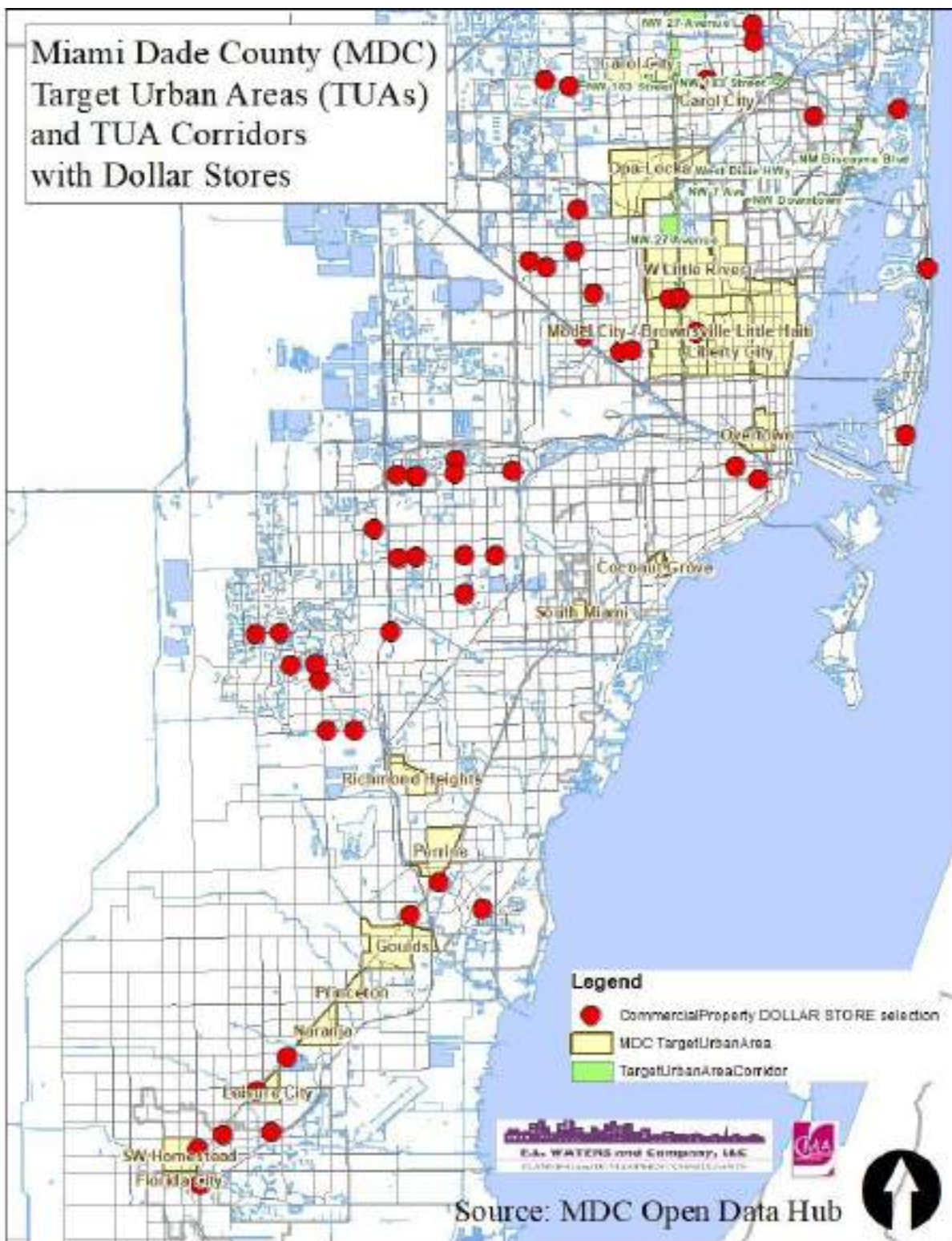
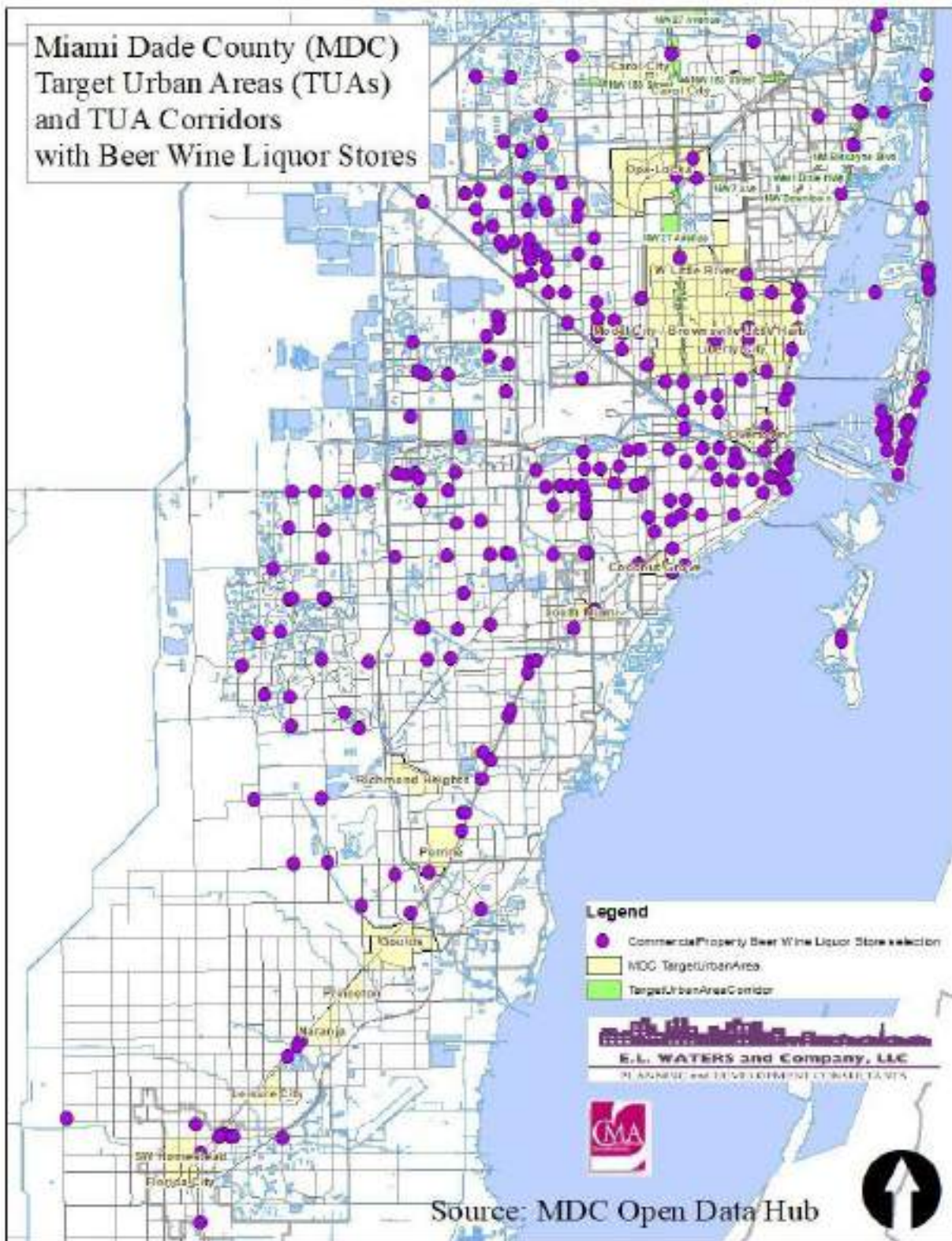


Figure 18: TUAs and Corridors with Beer/Wine Liquor Stores



Education Facilities

Education is a vital component of a prosperous community. See the facilities breakdown below. Colleges (Within and within a vicinity of 500ft.)

Table 7: Colleges

Miami Dade County	147
TUAs	10
TUA Corridors	7
Not in every TUA or Corridor	

Table 8: Public Schools

Miami Dade County	446
TUAs	77
TUA Corridors	18
Not in every TUA or Corridor	

Table 9: Public School - Elementary

MDC	226
TUAs	36
TUA Corridor	4
Not in every TUA or Corridor	

Table 10: Public School-
Middle

MDC	50
TUAs	7
TUA Corridors	1
Not in every TUA or Corridor	

Table 11: Public School - Senior

MDC	66
TUAs	12
TUA Corridors	4
Not in every TUA or Corridor	

Table 12: Public School - Other

MDC	30
TUAs	8
TUA Corridors	2
Not in every TUA or Corridor	

Table 13: Private Schools

Miami Dade County	977
TUAs	156
TUA Corridors	47
Not in every TUA or Corridor	

Table 14: Charter Schools

MDC	179
TUAs	24
TUA Corridors	9
Not in every TUA or Corridor	

Figure 19: TUAs and Corridors with Educational Facilities

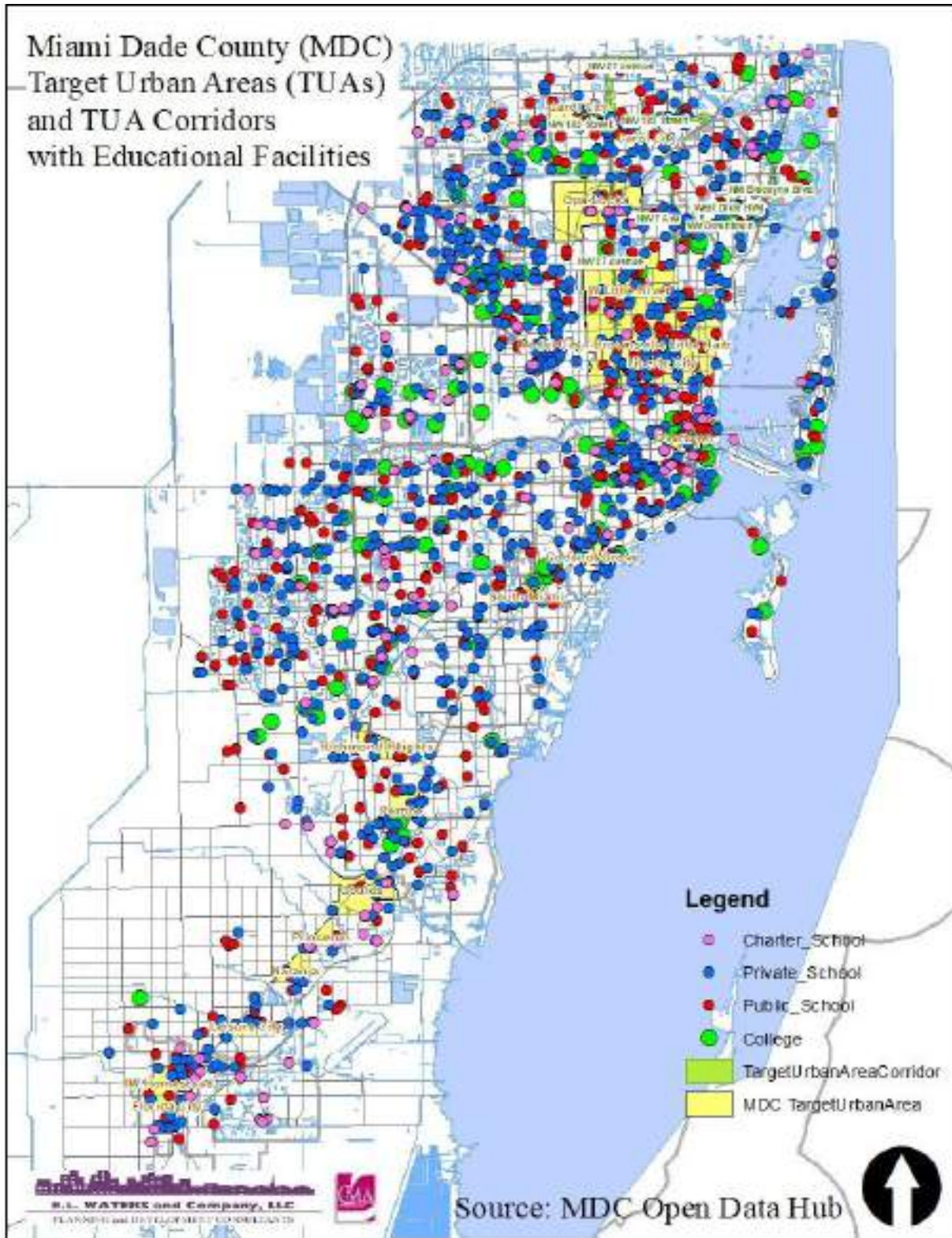
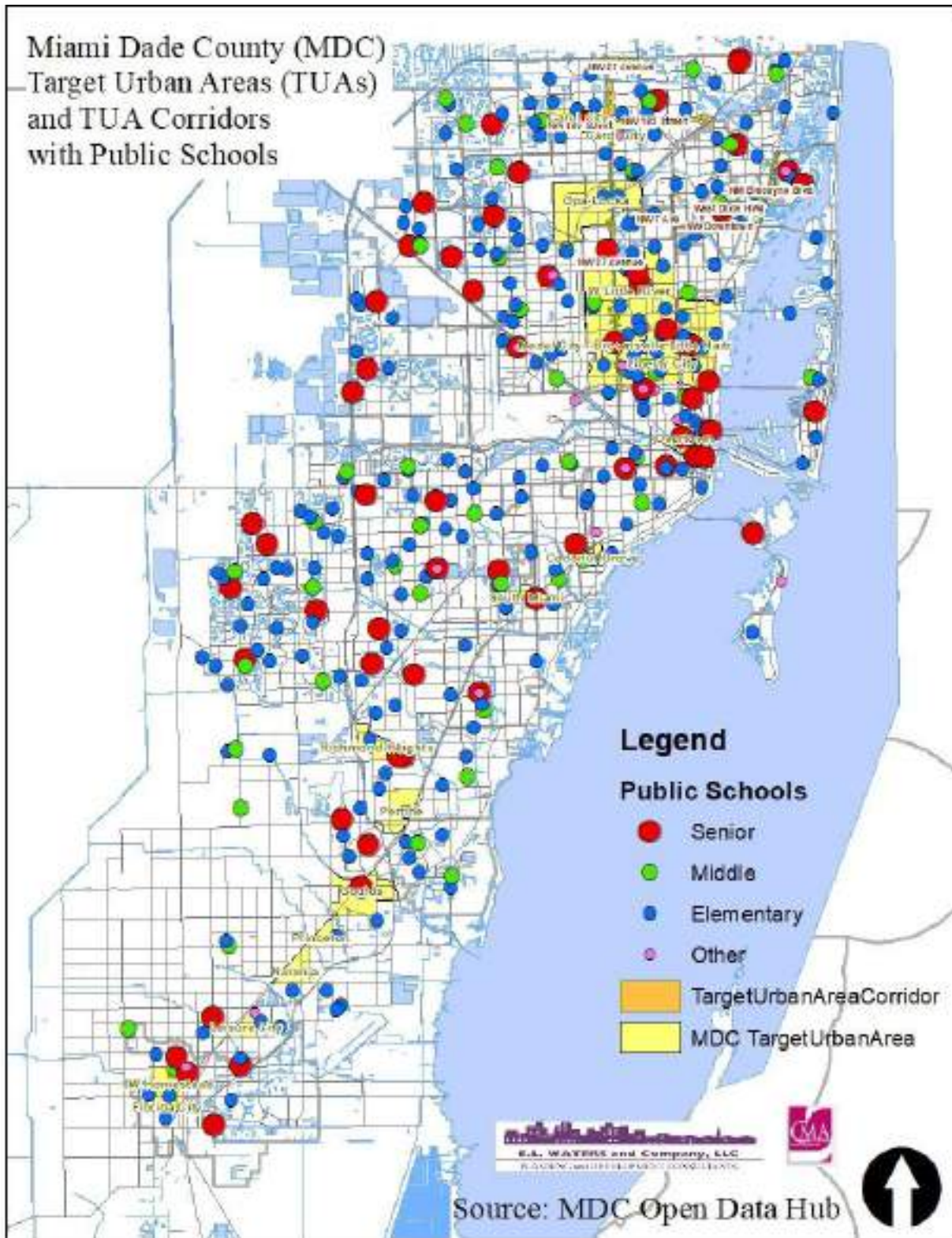


Figure 20: TUAs and Corridors with Public Schools



Miami-Dade County Contaminated Sites

Contaminated Sites require remediation before development. These conditions exist in every TUA and Corridor.

MDC	3191
TUAs	627
TUA Corridors	155

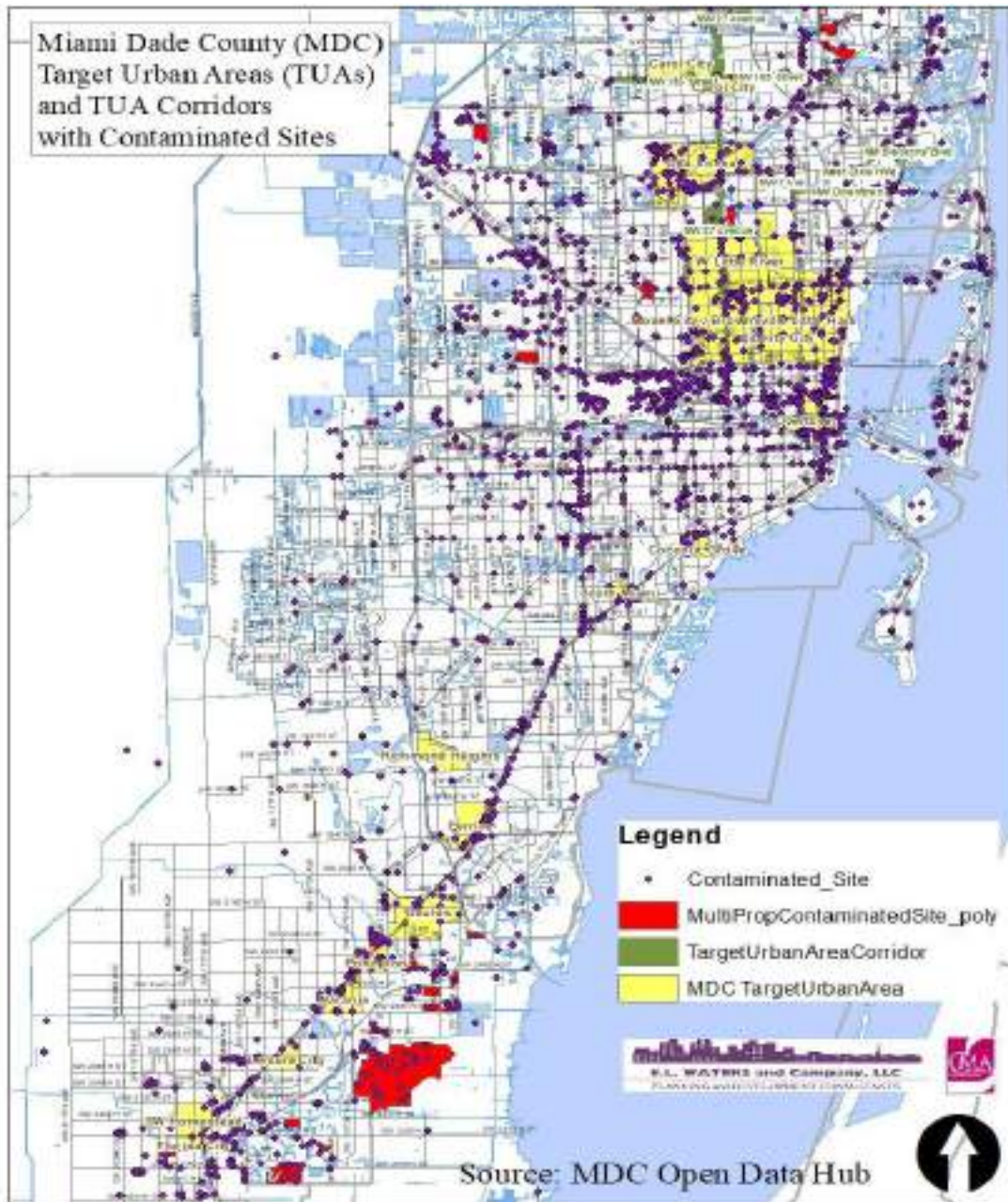
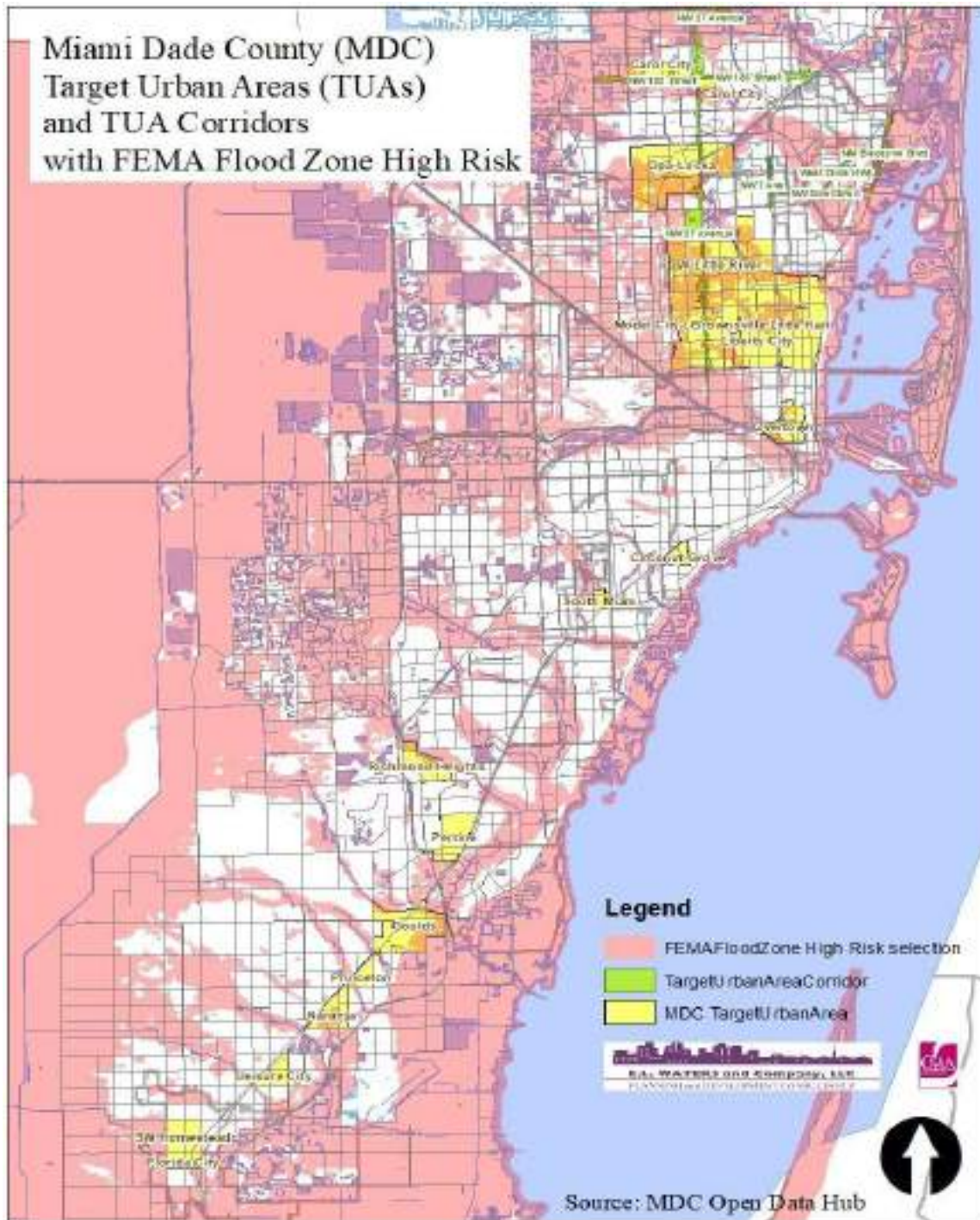


Figure 21: TUAs and Corridors with Contaminated Sites

MDC FEMA Flood Zones

Flooding is a concern throughout the MDC, which includes the TUAs and the TUA Corridors. The graphics below illustrate the High-Risk Zone and its proximity to the TUAs and TUA Corridor.

Figure 22: TUAs and Corridors with FEMA Flood Zone

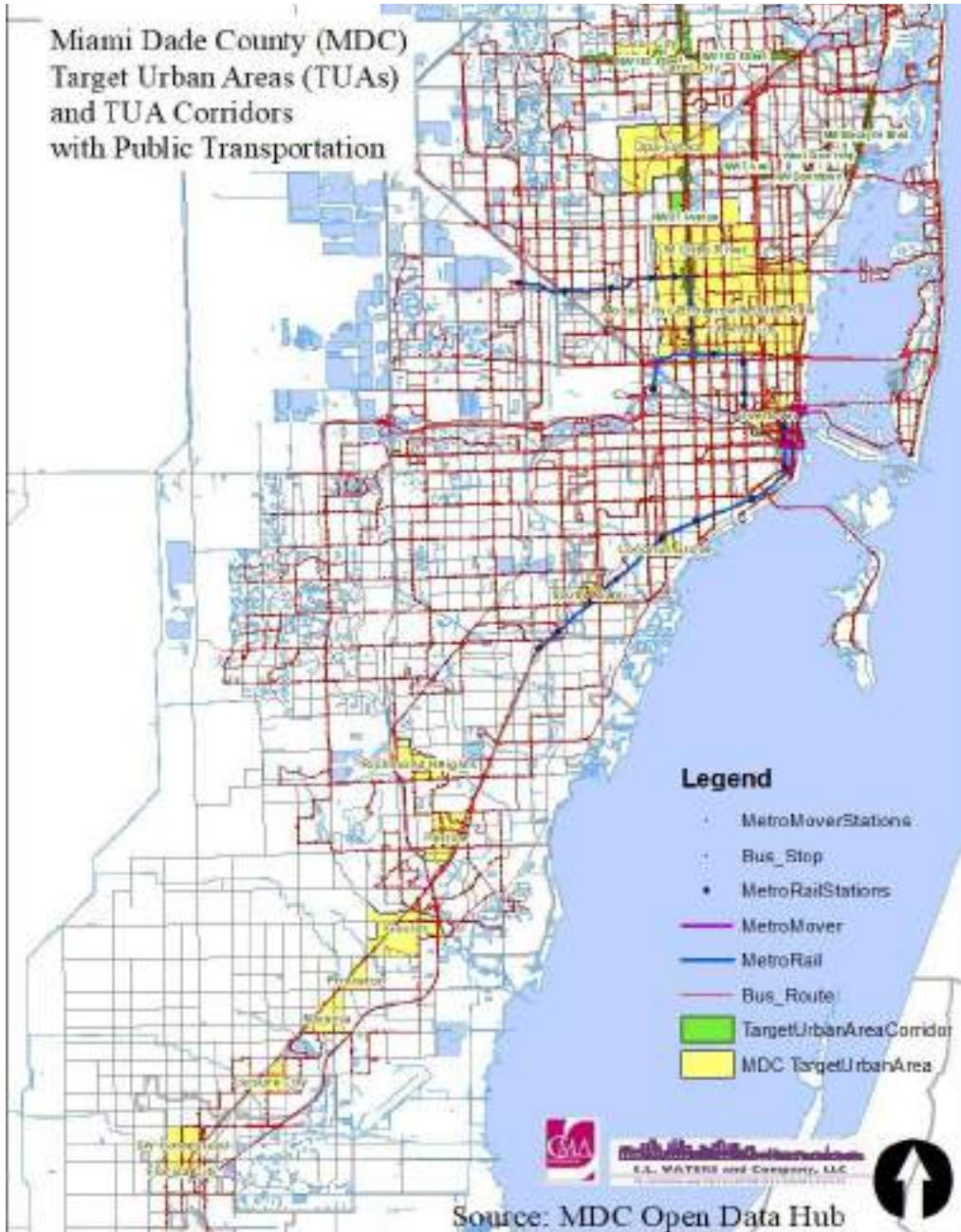


MDC Public Transportation

The graphics below illustrate the availability of public bus transport throughout MDC and its proximity to the TUAs and the TUA Corridor. However, Metro Mover and Metro Rail could improve their access. Metro Mover is only accessible to the downtown area and

Overtown TUA. Metro Rail only extends to the Coconut Grove and South Miami TUAs to the south and Overtown, Liberty City, Model City, and W Little River TUAs to the North.

Figure 23: Public Bus Transport



MDC Health

The availability of Health Care Centers is essential for a thriving community. See the tables and figures availability below (Within or within 500ft of TUAs).

Table 15: Hospitals

MDC	38	Includes West Little River, Little Haiti, South Miami, Includes NW Downtown
TUAs	3	
TUA Corridors	1	

Table 16: Dept of Health Centers

MDC	91	Excludes Richmond Heights, Goulds, Leisure City, Princeton Excludes NW 7 th Ave
TUAs	28	
TUA Corridors	7	

Table 17: Dept of Health WIC Centers

MDC	19	Includes Carol City, West Little River, Model City, Little Haiti, S. Miami, Perrine, Naranja Includes SW 183 rd St NW 7 th Ave, NW 27 th Ave
TUAs	8	
TUA Corridors	4	

Table 18: Federally Qualified Health Centers

MDC	22	Exclude Florida City, Leisure City, Princeton, Goulds, Richmond Heights, S. Miami, Opal-locka, Carol City Includes NW 183 rd St, NW Downtown, NW 27 th Ave
TUAs	10	
TUA Corridors	3	

Table 18: Mental Health Centers

MDC	45	Includes Opa Locka, West Little River, Little Haiti, Perrine Includes NW 27 th Ave., NW Downtown
TUAs	6	
TUA Corridors	2	

Figure 24: TUAs with Hospitals

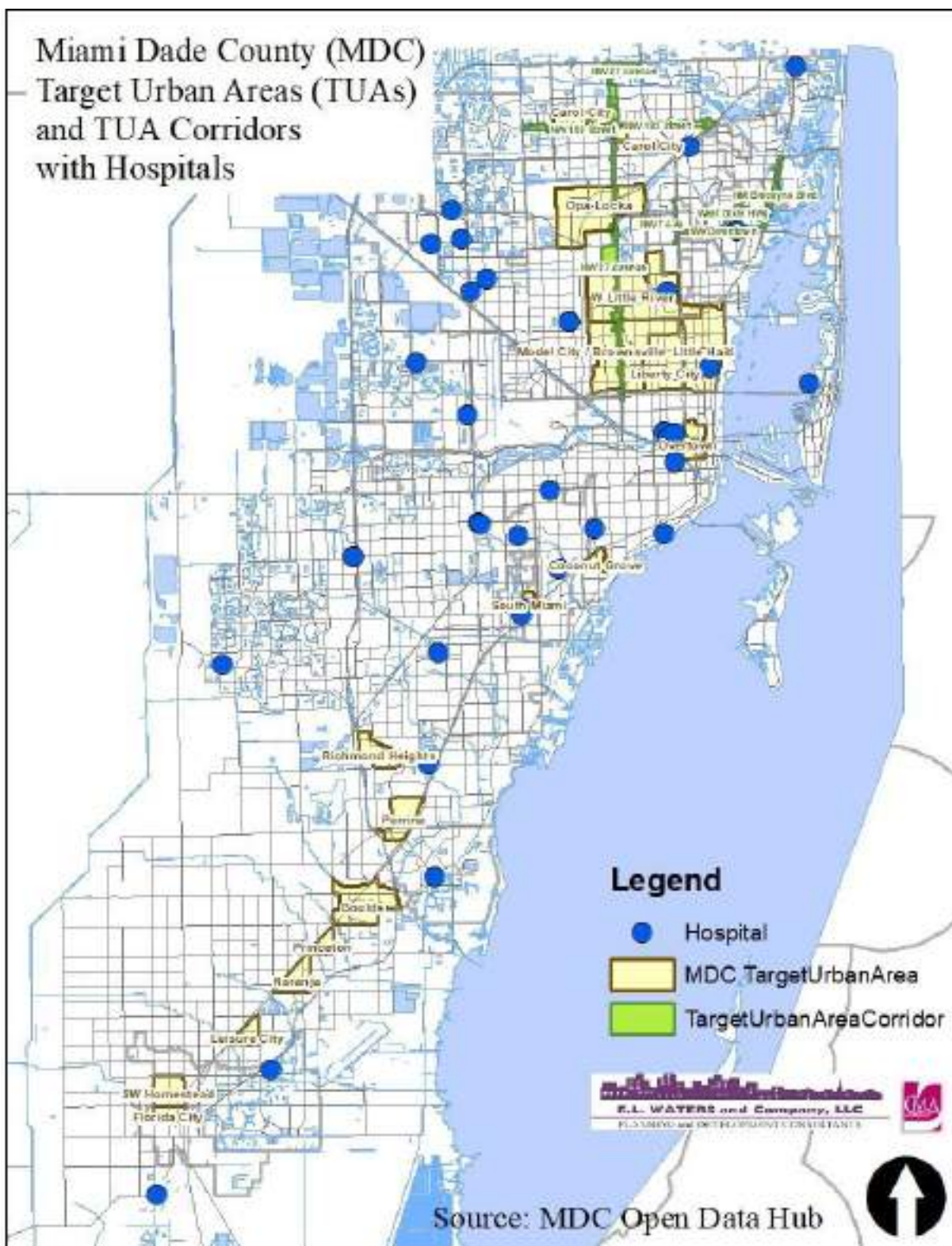
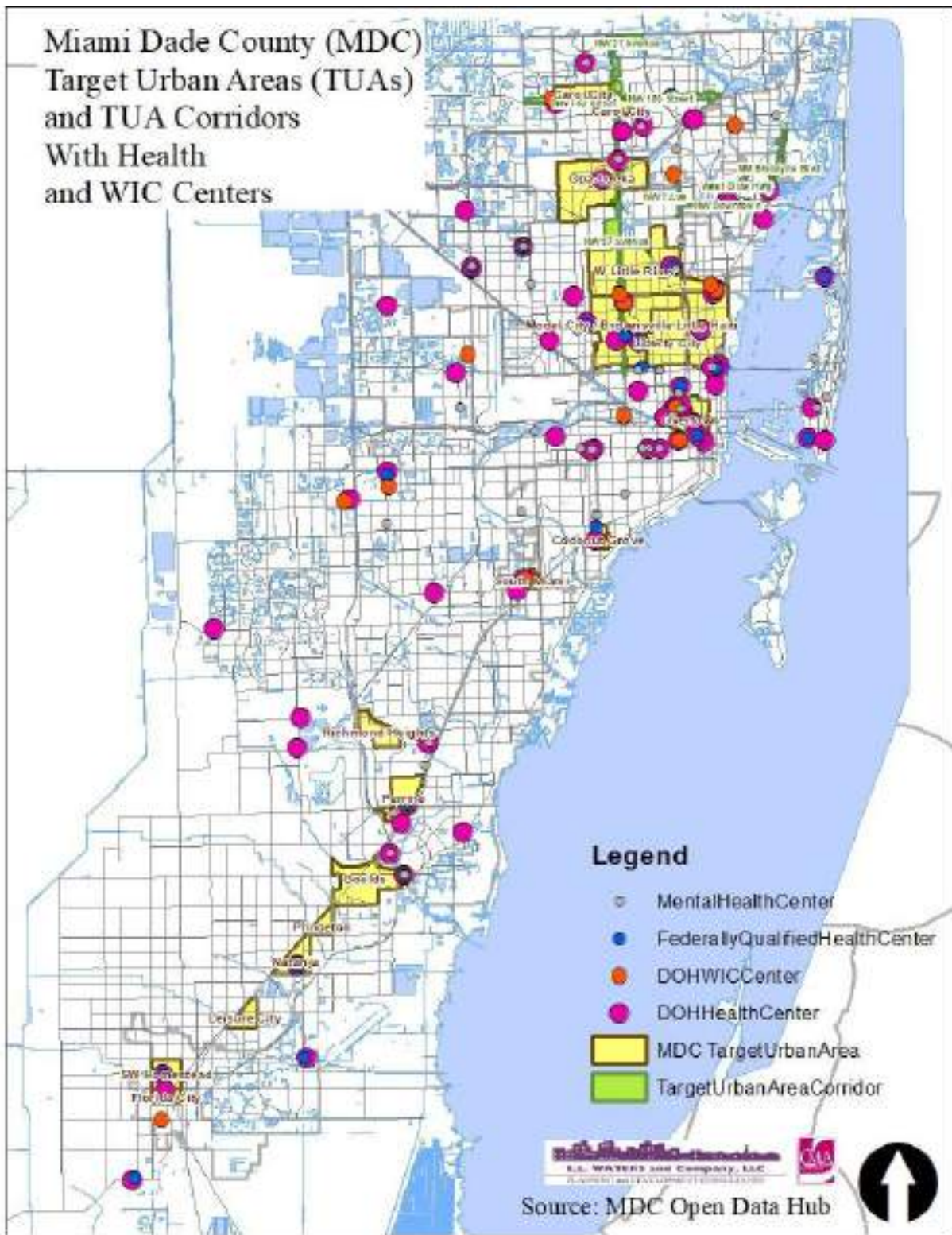


Figure 25: Health and WIC Centers



Infant Mortality Rates

Infant Mortality equates to a lack of adequate health care. The attached graphics indicate that the TUAs and TUA Corridors have elevated Infant Mortality Rates. The rates are much higher in the North of MDC, roughly around NW 27 Avenue and I-95.

Uninsured Health Insurance

Uninsured Health Insurance equates to higher health costs. The attached graphics indicate that the TUAs and TUA Corridors have elevated levels of Uninsured Health Insurance. These levels of Uninsured Health Insurance are much higher in the North of MDC, roughly around NW 27 Avenue.

Figure 26: Infant Mortality Rates by Zip Code

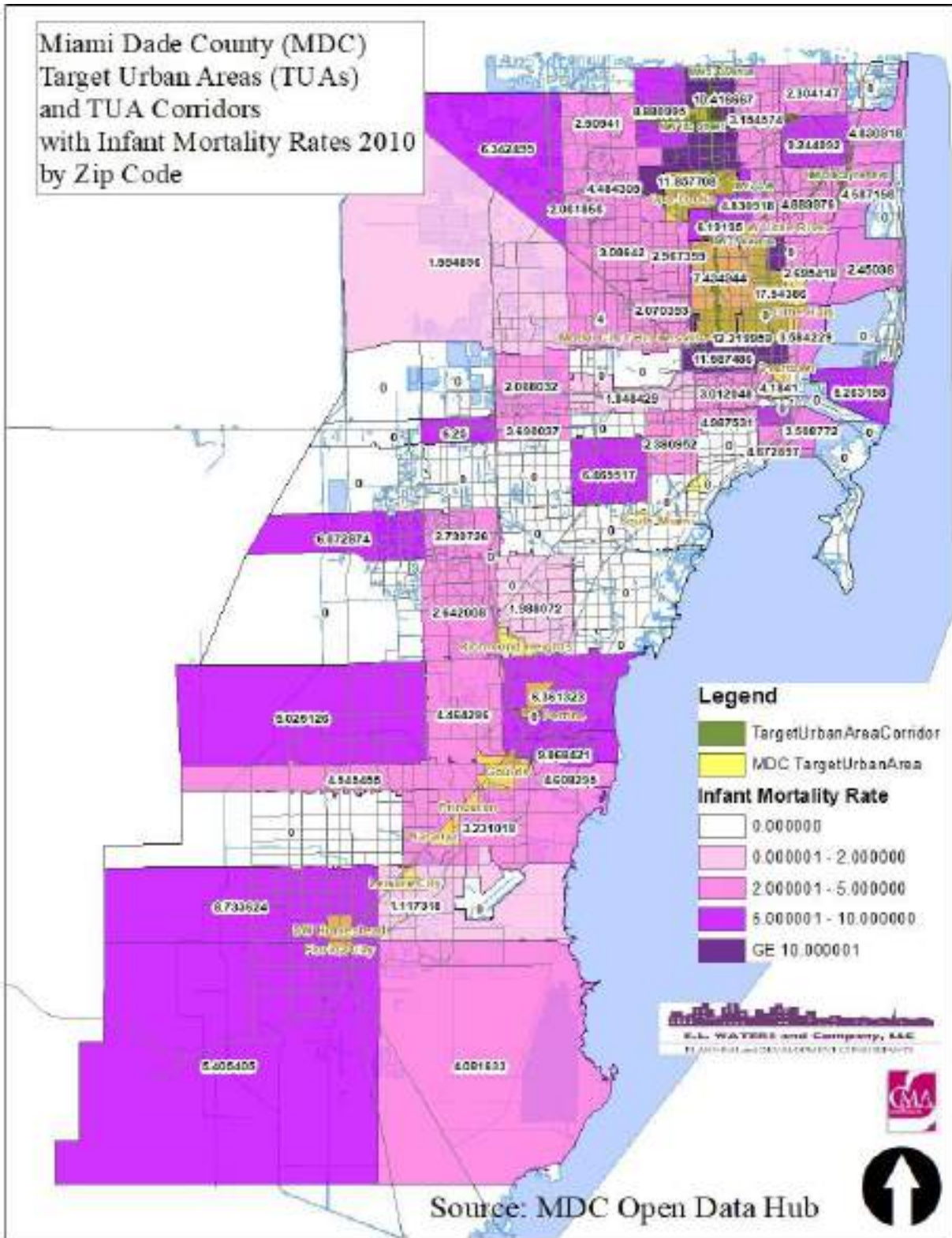
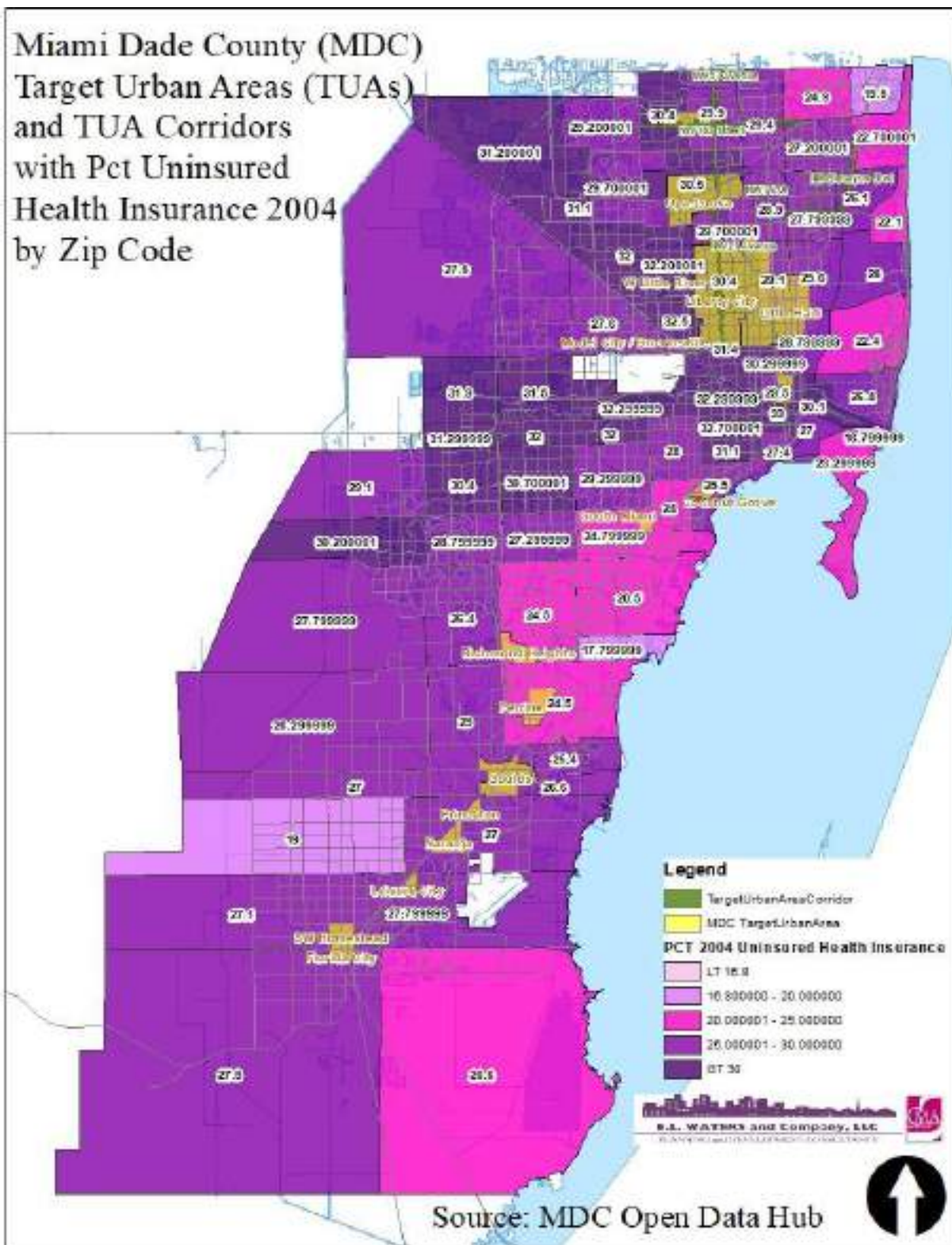


Figure 27: Percentage Uninsured by Zip Code



Public Safety

Of the many Police and Fire Stations in MDC, few are near the TUAs and Corridors. Numbers below refer to vicinity locations to TUAs and Corridors (within Areas or 500 ft). GIS Network Analysis Computer applications relate to Response Times from Stations to TUAs and TUA Corridors.

Table 19: Municipal Police Stations

MDC	59	
TUAs	15	Including Carol City/Miami Gardens, Opa Locka, Liberty City, Overtown, S Miami, SW Homestead
TUA Corridors	2	Including NW 27 th Ave, NW Downtown

Table 20: County Police Stations

MDC	8	
TUAs	1	Includes West Little River
TUA Corridors	1	Includes NW Biscayne Blvd

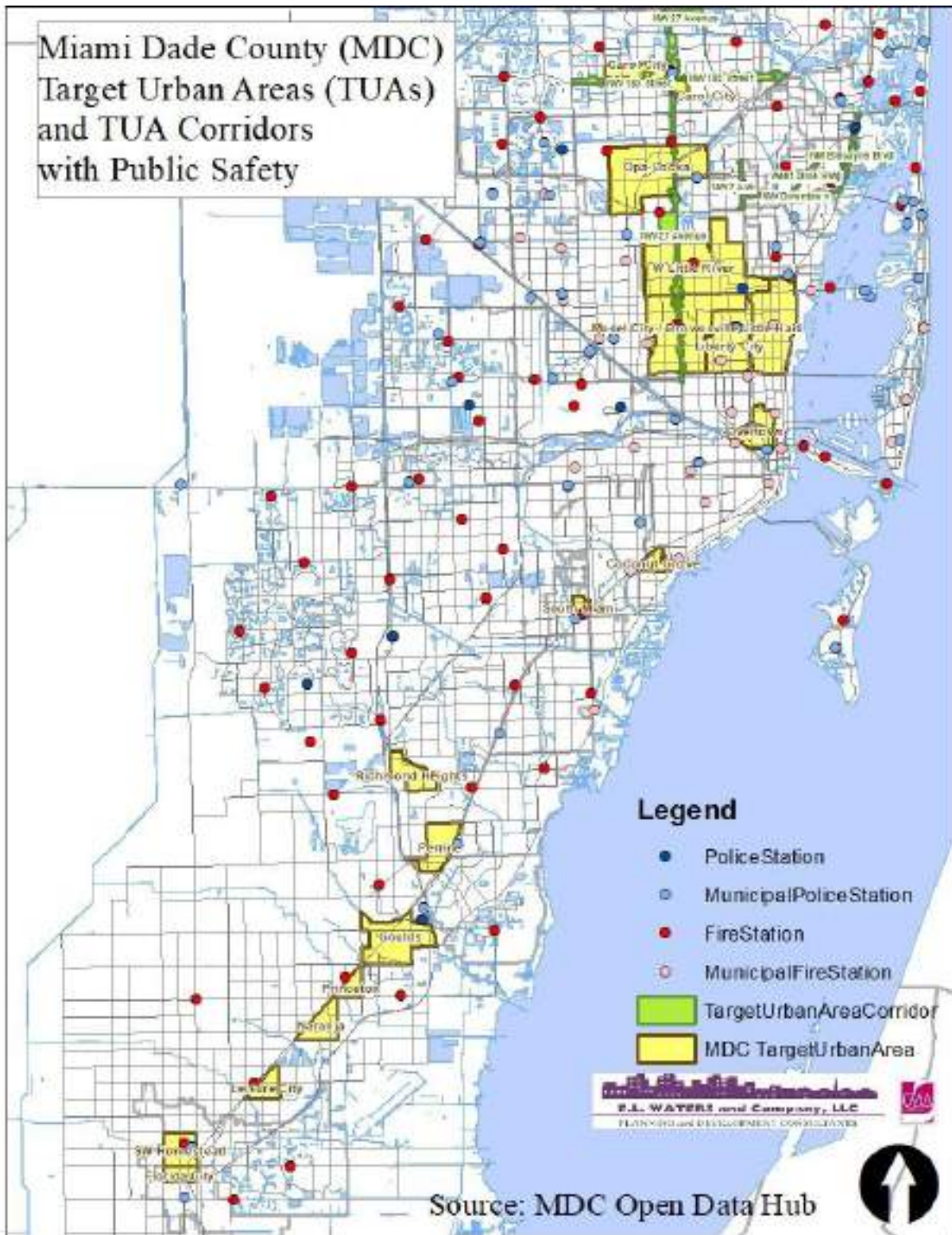
Table 21: Municipal Fire Stations

MDC	30	
TUAs	3	Includes Liberty City, Little Haiti, Overtown
TUA Corridors	0	

Table 22: County Fire Stations

MDC	73	
TUAs	7	Includes SW Homestead, Princeton, S Miami, Model City, West Little River, Opa Locka, Carol City/Miami Gardens
TUA Corridors	6	Includes NW 27 th Ave, NW Biscayne Blvd, NW 7 th Ave

Figure 28: Public Safety





Key Stakeholder Interviews

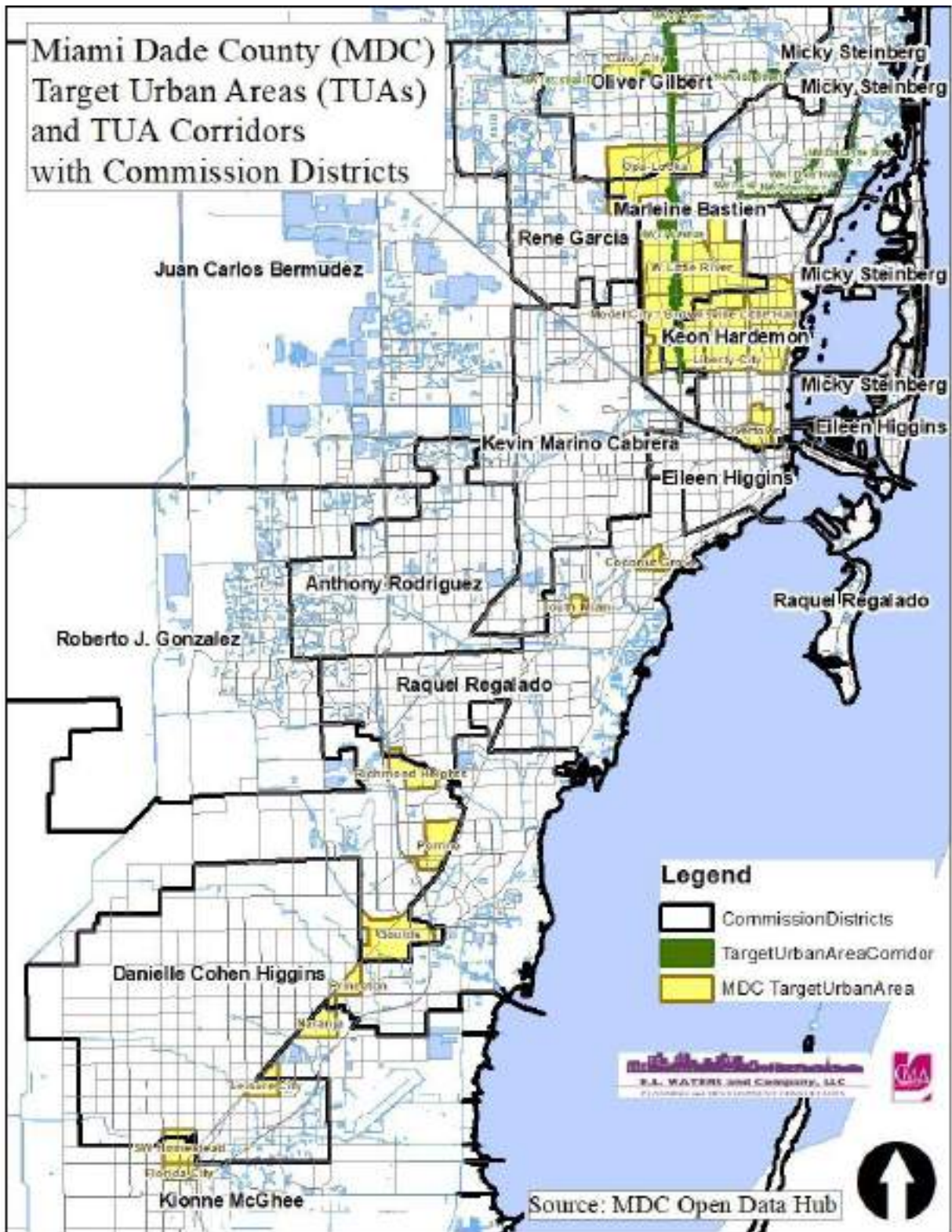


The CMA/ELW team conducted its data collection phase over 4- to 6-month. The CMA/ELW Team noted consistent trends revealed in this fact-finding phase.

During this time, teams performed the following activities:

- Research of best practices and "white papers" created on the state of the Black Communities in America. A reference list is at the end of this document.
- One-on-one interviews with influencers in the Community and business and industry in Miami-Dade. Categories of business and industry included:
 - Economic Development
 - Affordable Housing
 - Community Development
 - Health and Mental Health
 - Education/ Youth Development
 - Criminal Justice
 - Tourism
- TUA site drive-throughs and In-person Listening sessions were countywide.
 - TUA drive-by reviews of the 17 areas assigned to Miami Dade Economic Advocacy Trust that report a majority population defined as Black and Black Diaspora. The CMA/ELW outreach team engaged Architecture Students to assist with this endeavor and document deteriorated conditions and/or enhanced developments.
- Facilitated In-person Listening Sessions in strategic locations throughout the County.
- Online Surveys – Responders included the community-at-large and MDEAT staff and board members.

Figure 29: TUAs and Corridors



As shown in Table 20 and Figure 25, some TUAs are in multiple Commission Districts

Table 23: TUAs and Commission Districts

TUA	Commissioner	District
Carol City	Oliver Gilbert	District 1
Coconut Grove	Raquel Regalado	District 7
Florida City	Kionne McGhee	District 9
Goulds	Kionne McGhee	District 9
Leisure City	Kionne McGhee, Danielle Cohen Higgins	District 9, District 8
Liberty City	Keon Hardemon	District 3
Little Haiti	Keon Hardemon	District 3
Model City/Brownsville	Keon Hardemon, Marleine Bastien	District 3, District 2
Naranja	Kionne McGhee, Danielle Cohen Higgins	District 9, District 8
Opa-Locka	Rene Garcia, Marleine Bastien, Oliver Gilbert	District 13, District 2, District 1
Overtown	Keon Hardemon	District 3
Perrine	Kionne McGhee	District 9
Princeton	Danielle Cohen Higgins	District 8
Richmond Heights	Raquel Regalado, Kionne McGhee	District 7, District 9
South Miami	Raquel Regalado	District 7
SW Homestead	Kionne McGhee, Danielle Cohen Higgins	District 9, District 7
West Little River	Marleine Bastien	District 2
TUA Corridors	Commissioner	
NW Biscayne Blvd	Micky Steinberg, Marleine Bastien	District 4, District 2
NW 183 Street	Oliver Gilbert	District 1
NW 27 Avenue	Oliver Gilbert, Marleine Bastien, Keon Hardemon	District 1, District 2, District 3
NW 7 Avenue	Marleine Bastien	District 2
NW Downtown	Marleine Bastien	District 2
West Dixie Hwy	Marleine Bastien	District 2

Elected Officials with oversight at several of the TUAs were interviewed during the Consultant's investigation phase. Officials polled with the same questions used in the in-person sessions. A summary of the responses is below.

Elected Officials (past and present)

Disparities experienced or witnessed in the communities served:

- Lack of resources
- Lack of health centers
- Lack of after-school programs
- Losing the battle in the Community with those who can't leave.
- And are not able to maintain in the changing communities and the "new populations."
- Losing the black businesses in the area. "Big Boxes" are taking over. Black Communities are shrinking.
- Migration of others that are moving into the areas.
- Focus on what is available out here. Politics and the opportunities need to be taken advantage of.
- Opening our schools to success is by opening charter and private schools. Can self-sustain.
- Collaborate with corporations.
- Become a part of economic development. Franchises are great opportunities and avenues for entrepreneurship.
- Housing is an issue.
- Become partners with developers (state and federal levels) that will bring level playing fields for residents and businesses.
- Availability of affordable housing. Current residents need help to afford the entry points of first-time home ownership. Section 8 is less effective in obtaining housing than in the past.
- Since taking leadership of all open lots in the areas, the municipality can now drive development on the land. An added benefit cultivates community pride.
- More intentional job training programs where jobs are available for applicants at the end of the session.
 - Construction and related occupations, plumbers, electricians, artisans, etc., need to be included.
- Families are afraid to go out in public because of gun violence.

The discovery of findings of ten years of MDEAT findings and understanding are needed today. It needs to be clarified the status of progress and continued disparities over the prior ten years (2003-2012).

What disparities are you experiencing in your organization?

- Lack of financial grants
- Lack of training facilities for employees
- High cost of transportation
- I was able to take advantage of the MOSS Plan.
- Influencers from the County Level
- Need to have an anchor (commissioner, mayors, corporations)

- Part of the equation is getting the Community (residents and businesses) set up for success.
- Credit repair (lack of) can be an impairment.
- Education levels – academic, technical, trade, and similar categories
- Managing Human/ Community Services like public safety
- Economic Development that results in jobs for residents
- Lack of knowledge of previous MDEAT Study progress

Economic and Community Development "spinoffs" have not been easy to attract. However, there are expectations of opportunities for developing a robust plan.

The municipality is also hiring formerly incarcerated people and offering them a second chance—additionally, training programs to help vet candidates. In contrast, the latter is not always a win/win because there is the assumption by non-selected candidates that a preference exists. The municipality has taken the proactive position of "if we don't, then who?"

Education: The municipality is transparent about the correlation between access to quality employment and life is an education.

Legislative Bills – A complacency exists with Black voters because of the lack of understanding that everything gets back to politics.

In your opinion, how can the concerns be addressed to improve the quality of life of youth in your community?

- Housing Affordability causes economic crisis in household.
- Housing inventory within the communities
- Need for more housing funding (gap) assistance (6-9 months)

What can you do to own the transformation from inequity/disparity to sustainability?

- Awareness
- Round tables
- Special programs
- The churches in the communities can be more.
- Marketing organizations that can message
- Local Mayors to publicize the events and endorse it
- Getting the Community to be more motivated in the legislative process
- Early outreach for youth and engaging parents
- Mentoring young parents
- Provide more services like estate planning for the Community – transfer of wealth.
- Senior Living Facilities in the Community for the Community

Other Comments:

- Crime is rising in the communities - addressing it in the impacted communities is a primary concern. Neighborhood teams (pastors, officers, residents, and business owners) will collaborate to address crime.
 - Community police initiative for the area proved to be the best solution. Assigned officers worked out of the community center in the neighborhoods. Very effective. Team members brought back the "village" concept to the Community.
 - Also, the County raised the level of comfort of the police department. Guns with no permits constitute a significant problem. Legislation of "No Permit" is impacting people of color in a negative way.
 - They are educating people on the importance of voting and understanding the connection between voting, civil rights, and their needs being satisfied being satisfied.
 - Putting the money where it belongs and shifting it to where a sustainable difference can be made.
 - Perceptions that priorities are misaligned of current Miami-Dade Leadership.
 - Helping Seniors who cannot make it on social security needs to be addressed.
 - Providing opportunities for people in the Community.
 - Need to attract new businesses to the area and, hence, job opportunities.
 - Expand the Community and be a beacon.
 - Start thinking about how we can help ourselves by being more engaged in the decisions made by the government. What is the roadmap for the future, and are we included?
 - Sustainability must be the foundation for a community to sustain.
 - More substantive communication and frequency
 - More people are committed to putting the time in and being a voice for our community.
 - People in these communities need to get out and vote. Politicians are voting along the party line.

Other input:

- An elected official who responded to the request for an interview noted that their office is not aware of any disparities among constituents but is open to hearing from fellow commissioners on any concerns.
- There is a need for MDEAT's Study to drive decision-making and investments in the TUAs.
- The Study should also be backed with metrics and tracked more frequently than every ten years.

Public Administrators

CMA/ELW polled Miami Dade County Public Administrators with direct relationships with MDEAT. The purpose was to understand the agency's expectations to advocate the next decade of eliminating disparities.

Inquiries posed by the Consultants included:

What are your expectations of MDEAT in the new fiscal year related to advocacy?

- Noteworthy is that the agency is more intentional in its strategies for advocacy of the assigned TUAs
- Returning to being that "go to" voice for Black Equity in Miami-Dade County by being present "at the table" when planning occurs and decisions for implementation are confirmed.

Programs for the next fiscal period

- A priority of resident preparedness related to affordable housing initiatives and opportunities will need to be a focus.
- Provide a more robust plan for affordable and workforce housing in the TUAs

How will the administrative offices advocate for MDEAT's efforts to reduce disparities in the Black/Black Diaspora communities served by the agency? And what does it look like in resources?

- Ensuring that MDEAT has adequate funding to carry out its mission.
- Utilize the Executive-level influence to expand Career Pathways in defined sectors such as technology, venture capital opportunities, inclusion in Business opportunities, and others).
- Assist the agency in being more connected to all the arteries in the County and the Community.

What are the Needs, Wants, and/or Desires that you are hearing from the targeted communities served by MDEAT?

- There is a fear by blacks in the TUAs that they are being "pushed into the sea."
- Blacks have not been part of the economic boom in Miami-Dade County.
- Business owners noted that there needs to be Race-Based contracting to compete. This constituency wants to see this stated in the written RFPs.
- Develop Poinciana Industrial Site, reserving it for Black Contracting collaboratives, thereby creating ownership in the Community.

What types of preparedness/services/empowerment/self-sufficiencies would you like to see more of in the Community through MDEAT advocacy and program support?

Support for:

- Homeownership Preparedness in the Black and Black Diaspora communities
- Job Preparedness for the future.

- All trades
- Financial Industry
- Technology and Coding
- Educating the Community on how to advocate for themselves will be critical to achieving sustainable success.

What resources do you feel are needed by MDEAT to be a more vigorous advocate for the Black and Black Diaspora communities within their mandate?

The respondents were very definitive in their comments on this inquiry. The agency's mandate proved to be the driver for this response.

- Educate communities on the government structure and how to manage the maze.
- MDEAT will need to be more proactive about what is wanted by and/or required for the TUA communities they are to advocate.
- Engage the philanthropic Community locally, regionally, and nationally. It will also require a sound strategy for programmatic empowerment to advocate for.

Business and Economic Development

Economic and Business Development Administrators polled provided information to understand their experiences and/or positions for better positioning Black and Black Diaspora businesses.

Interviewees are from industries such as Public Education, Small Business Development, County's Economic Development and Tourism Agencies, and representatives from business and industry. Business leaders gave their responses to six questions, as summarized below.

What are your expectations of MDEAT in the new fiscal year regarding advocacy?

MDEAT can assist with advocating for economic equity and eliminating disparities between African American and Non- Minority Women Business Enterprises.

MDEAT can advocate for Congress and State Legislation to promote inclusive business practices, equitable access to contracts and procurement opportunities, and access to capital.

How will the administrative offices serve as advocates for MDEAT's efforts to reduce disparities in the Black/Black Diaspora communities served by the agency? And what does it look like in resources?

- Partnering and collaborating with MDEAT on grant opportunities, certification, and development of our Black-owned businesses.

- Share respective networks to connect businesses with opportunities in the public and private sectors
- Entertain mandatory goals for African Americans based on our 2021 Disparity Study and our Policy 6320.02.

What are the Needs, Wants and/or Desires that you are hearing from the targeted communities served by MDEAT?

- The wants and needs are more contracts and dollars expended with black businesses comparable to the population (20%) in Miami Dade.
- More robust mentor/protégé programs and microloans to support project capacity,

What types of preparedness/services/empowerment/self-sufficiencies would you like to see more of in the Community through MDEAT advocacy and program support?

- Better engagement with financing opportunities through partners like regional and national affiliate financial institutions to support Black-owned businesses.
- Services to help businesses go green, become more environmentally friendly, and save costs will assist with their competitiveness.

What resources do you feel are needed by MDEAT to be a more vigorous advocate for the Black and Black Diaspora communities within their mandate?

- Resources needed are funding, education programs, and networking opportunities.
- Organization representatives interviewed expressed a commitment to eliminating disparities with African American businesses in their respective organizations.
- Collaborative marketing and promotion for Black-owned businesses with all stakeholders should be a priority.

Access to Capital Providers

A significant need for Black Businesses in most communities is access to capital. Service Providers of business funding and technical assistance responded with their experiences and what disparities are occurring in their organizations.

The consultant team interviewed providers of financial services and technical assistance who shared disparities evidenced by the clients served and also their agency and affiliates. Feedback with associated comments is below.

What disparities are you experiencing /witnessing in the Communities you serve?

- Yes and no. Business owners understand how to do the services, but the knowledge of the administrative components still needs to be included.
 - i.e., financial statements. A complete package
 - Hiring procedures and Human Resource Administration Cycle
 - Contracts and Project Management Administration
- Causes stem from a lack of capital to pay (allocated) for the services—first-generation business owners.
- Credit is a significant barrier. Poor credit histories are too familiar with minority applicants. **Financial literacy** is greatly needed.
- Manage collateral; however, too often, applicants need more collateral.
- Need help to show re-payment ability and/or history of paying people.

What disparities are you experiencing in your organization?

- Industry disparities – Minority Agencies tasked with providing access to capital are underfunded and not received well by the grants and investments communities. Minority-owned businesses tend to get less from these sources.
- The CDFI industry that reports the top assets are in areas led by non-minorities and/or predominantly white males.
- Boards could be more diverse. Representation could be more substantial. Networks
- tend to be limited.

What can you do to own the transformation from inequality/disparity to sustainability?

Service Providers continue to commit to minimizing the disparities in the Black Business and underserved communities through the following strategies. However, it will be necessary for businesses to explore their readiness and commitment to raising their level of preparedness.

Business clients, as well as service providers, will need to embark on enhancing,

- More mainstream technical assistance which includes:

- Financial Literacy Program (personal and business)
Round Table meetings (monthly)
Networking
- Financial Diverse Loan funds
Tailored products to adhere to industries and financing requirements but accommodate the types of business environments that applicants must operate in.
Specialized technical assistance for the TUA Businesses. (Meet them at their specific starting point.) Commercial real estate products for entrepreneurs

An Agency is creating a Legacy fund, an extension of their original organization. Its purpose is to provide grant capital for residential home improvement and support to small businesses. Currently, the initiative exists in East Tampa and supports the following:

- Several community Facilities
- National Entrepreneur Centers to subsidize its services to come into the Community.

Other comments

Building strategies for the agency going into its next chapter is essential in serving its clients and their sustainable success. The clients also shared demographics. Black Business applicants comprise 75-80% of the business portfolio intake. The remainder are Caucasian and Hispanic. Actual lending clients are 85% Black Businesses, with the rest being Hispanic and/or other.

Agency representatives shared in closing that despite the myths about Black Businesses and minorities being "bad risks," the agency maintains an overall 4-5% default rate. Much lower than industry standards of 11-13% in traditional institutions.

Legislative Issues

Stakeholders provided feedback that aligned with the historical agenda for MDEAT. Provided is the input.

- MDEAT can assist in advocating economic equity and eliminating disparities between African-American and Non-Minority Women Business Enterprises.
 - This includes advocating through Congress and Local/State Legislators to promote inclusive business practices, equitable access to contracts and procurement opportunities, and access to capital.
- Partnering and collaborating with MDEAT on grant opportunities, certification, and development of our Black-owned businesses.
 - Share networks to connect businesses with opportunities and capacity. We will set mandatory goals for African Americans based on our 2021 Disparity Study and our Policy 6320.02.
- The wants and needs are more contracts and dollars expended with black businesses.
 - Utilized at the same level as the population (20%).
 - Revamped mentor/protégé programs and microloans to grow their capacity,
- More financing opportunities with industry partners like J.P. Morgan to support Black-owned businesses.
 - Services to help businesses go green, become more environmentally friendly, and save costs.
- Resources needed are funding, education, and networking opportunities.
- Local Industry commitment to eliminating disparities with African American businesses in the TUA
 - Establish collaborative marketing and promoting initiatives of our Black-owned businesses with all stakeholders authorized to purchase goods and services.

Interviewees are service providers in the TUAs served by MDEAT or are Countywide providers for target communities.

Highlights of critical responses are as follows:

Community Development

What disparities are you experiencing/witnessing in the communities you serve?

- Lack of equity in the funding for groups in the TUAs by
- Children's Trust.
- Code enforcement is a problem for the Community.
- Project and Property Management teams are not necessarily working to enhance the communities.

What disparities are you experiencing in your organization?

- Funding for community organizations in TUAs needs an increase.

What are the Needs, Wants, and/or Desires you are hearing from the Targeted communities served by MDEAT?

- Job training that affords individuals growth opportunities
- Helping people to understand how government works

What types of preparedness/services/empowerment/self-sufficiency would you like to see more of in the Community through MDEAT advocacy and program support?

- Working more diligently to streamline the application process for housing applicants.

What resources do you feel are needed by MDEAT to be a more vigorous advocate for the Black Diaspora and African American communities that fall within their mandate?

- Assist applicants in genuinely understanding the components of homeownership.

Education (all levels)

Interviewees in this category provided heartfelt responses to the CMA/ELW team's questions. One would only imagine that some of the issues shared would become dominant for them once needed topics and courses are addressed. Interviewees serve in Higher education, secondary, and elementary levels of education. They are faculty, retired educators, and administrators. All agreed in their comments that the primary customer is the student and employees in the education systems and their respective desired experience.

What disparities are you experiencing/witnessing in the communities you serve?

- Food and shelter are critical basic needs for students of all ages.
- Agencies like Dress For Success are providing clothing for the "employed homeless."
- Students/Families (Education staff) live in cars because apartments and other accommodations are too expensive.
- Mental wellness has become more of a concern.
 - Patience and lack of tolerance after COVID "lockdown" is evident.
 - Lack of civility is on the rise.
- Carefully balancing the political environment without sacrificing the quality of education.
 - Developing scholarships for targeted underserved populations
 - Engaging in conversations on the possibilities of higher education
 - Building more robust support systems for students and advisors/counselors to ensure a productive education journey.
- Employment opportunities are maintaining a cultural balance, and selection committees have rotating membership.
- Community demographics have changed from more affluent and/or middle-class to Title One populations.
 - More students on free lunch plan (nearly 100%)
 - Increased number of exiled families
- Students are falling behind because they don't have the equipment at home needed to learn (computers, Internet, and similar devices)
- Elementary-level school students of one interviewee noted that the living conditions of students in many instances are comprised of 8-15 people because they can't afford to live separately.
- The populations of the current residents living in the TUAs can't keep up with the basic lifestyle in South Florida, and specifically Miami-Dade.
- Tutors are a luxury.
- The dropout rate is rising because children in many of these communities do not have access to the tools or resources for success.
- Educators feel it is hard to teach students when they are hungry or distracted.
 - Kids have such high anxiety levels due to their home situations.

- Young parents have the most significant parenting challenges due to their situations.
- The system needs to increase mental health services and professionals in schools, Getting help early for parents in support of the kids.
- Many of the parents don't have the money for the fees assessed for school equipment.
- The disparities continue to grow in TUA communities. Consequently, these disparities impact the economic status of families in the Community.
 - It creates a feeling of helplessness because I am not able to assist.
 - School is usually the refuge for the kids for affection, and the foundation of support is missing.
 - Kids are in abusive situations that educators have witnessed.
 - Kids are latchkeys. Many are at the early care programs at 7:45 a.m. and are still there at 6 p.m.
 - Educators can't meet some of the basic needs that the kids seek because of the lack of available funding for resources.
 - Many educators are wondering: "**What is my purpose?**".

What disparities are you experiencing in your organization?

- The rising violence in the environment proves to be a big problem for the Administration and senior-level executives. Current trends leave staff in a constant flux of whether they must press the "emergency button."
 - Organizations are now educating staff and faculty on how to identify and/or respond to situations that require caution.

What can you do to own the transformation from inequality/disparity to sustainability?

- Partnering with CareerSource South Florida to assist with internships.
- Offering students, a different perspective through mentorships
- Build protocols with students and offer skills needed to survive post-education career (secondary and higher ed.)
- Need active solutions like food and mental health programs for kids.
 - **These are the pandemic babies.** There is a significant difference in terms of confidence and stability.
 - Lack of interest in what traditional claims were versus what drives their essential existence in the present and foreseeable future.
 - The isolation has hurt "people skills."
 - Interpersonal skills have impacted kids negatively.
 - Start dealing with the trauma of the recent pandemic and the emotional recovery.
 - Need to have the necessary conversations that the kids need due to the change of the environment from the pandemic.
- We need to find a way to close the gap. The more affluent areas are getting the best resources.

Other comments

Interviewees also expressed an interest in alternative strategies for "certificate learning." Comments are as follows.

- A heightened interest in the industry exists for vocational certificates.
- Offering continuing education for residents who need to learn working English and the skills for gainful employment.
- Greater emphasis on an "Idea or Innovation" Center for Entrepreneurship
- The school system needs to be more equitable in the distribution of resources, are shared.
- The priorities of parents need to change. Many students are living in toxic environments.
 - Also, educating parents on advocacy for their children at PTSA and school board meetings.

Health and Wellness Mental Health

Mental health has become a mainstream topic in all communities. Access to Mental Health Providers is rapidly becoming a standard health service versus a "quiet" request. For this Study, Mental Health is vital in ensuring a healthy community. Without good mental health, attaining sustainable success becomes more difficult. Interviewees from this business sector provided extraordinary insight into the lens of mental health for the CMA/ELW Team.

Responses to the queries are below.

What disparities are you experiencing /witnessing in the Communities you serve?

- Accessibility from a financial perspective.
 - Clients don't have insurance. And can't pay out of pocket.
 - Proximity to health care services is a problem in some areas.
 - Stigmas and myths about mental health still exist in the communities examined.
 - Examining those of the Caribbean diaspora, teens are not getting their issues addressed.
 - An identified remedy termed, This is for "crazy people" and continues to be the theme of discussion

- Addressing individuals who acknowledged dealing with mental illness as weak and not being able to move through life sufficiently
- Lack of education regarding mental health and wellness.
- Minimizing depression as a real need and just having a bad day.
- Quality of care. Clients are not being attended to properly.
- Immigrant children are the ones who are coming into the services of mental health and wellness
- Survival existence is the norm. No one wants to manage the "pain."

What disparities are you experiencing in your organization?

- Compensation as it relates to the insurance companies is a problem for independent providers.
- More than adequate compensation is required. More work and less pay. Many are turning to private pay only. Meaning that fewer therapists need them.

What can you do to own the transformation from inequality/disparity to sustainability?

- Continue to support clients through virtual therapy
- Raise the awareness of support at the national level to maintain the 'wins'
- Open up the opportunity to cross state lines as a licensed professional to avoid the complexities of serving individuals in need. The Compact – inter-state arrangements would take precedence.
- Mental Health Awareness - Literacy and Education for residents and organizations. NAMIMIAMI.org
- Workplace advocacy and education are considered the Engines of Change
- Virtual therapy makes access much more attractive.

Other Comments

Practitioners and Human Resource (HR) professionals interviewed shared that the socioeconomic issues associated with mental health concerns are barriers to the minimalization of the disparity.

Health and Wellness: Access to Health Centers

- Health Clinics struggle to service their constituents because of being underfunded.
- Retention and/or recruitment of medical and support staff is difficult because of the cost of housing in Miami-Dade and South Florida.
- Clients are not necessarily classified as being from traditionally served communities any longer but from other income communities because they need help to afford health insurance.
- Experiencing more mental health cases as opposed to physical treatment requests.
- Educating Clients on PREVENTION

Faith-Based Community

What disparities are you experiencing /witnessing in the Communities you serve?

- More emphasis is optional for empowering people in the congregation, balancing body, mind, and spirit.
 - Asking the question regarding the key to existence is to be able to answer if removed from the Community, would there be a void?
- Need to re-instate the pillars for healthy communities
- Witnessing an internal and external attack on the Black family

What disparities are you experiencing in your organization?

- Youth need to step up more to lead because their basic needs are at issue. For example, not being able to live in the communities of their birth, Salaries comparable to the careers industry median for which they prepare.

What can you do to own the transformation from inequality/disparity to sustainability?

- Advocating health and wellness
- Education is a necessity and not an option
- If there are properties in the neighborhoods, acquiring for purposes of ownership
- Financial Literacy is a key to universal independence.
 - Teach generational ownership – every aspect of it.
 - Inheritance of wealth as it is defined.

Any other comments to share?

Community involvement is essential to ensuring that the Community will continue to grow and recycle its resources.



Online Surveys



E.L. WATERS and Company, LLC
PLANNING and DEVELOPMENT CONSULTANTS

Miami Dade Economic Advocacy Trust Disparity Study Survey Results

With a formal collection of data, measuring disparities and their impact can be noticed by advocates, providers, government, or agencies seeking to improve care in targeted urban areas. A short survey was made available to all stakeholders for this disparity study. Questions consisted of demographics served, districts, perceptions, and socioeconomic conditions.

The survey was made available for 90 days to MDEAT staff, board members, and several categories of community stakeholders and residents using the Survey Monkey platform.

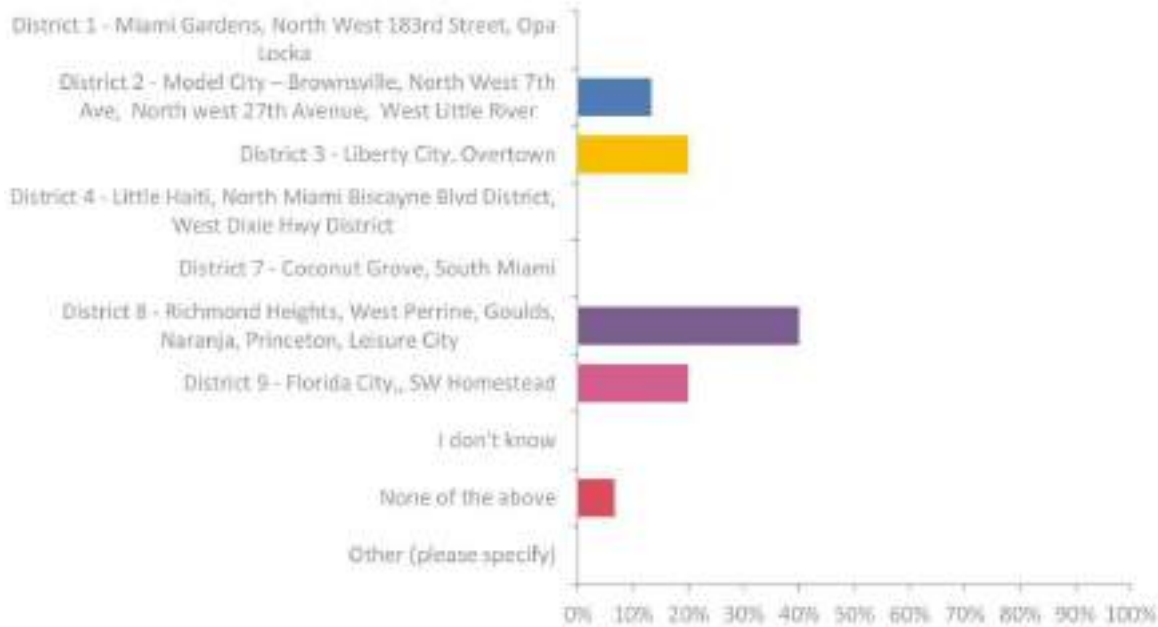
Community Feedback

Total Respondents: 18

Figure 30: Community Feedback Survey

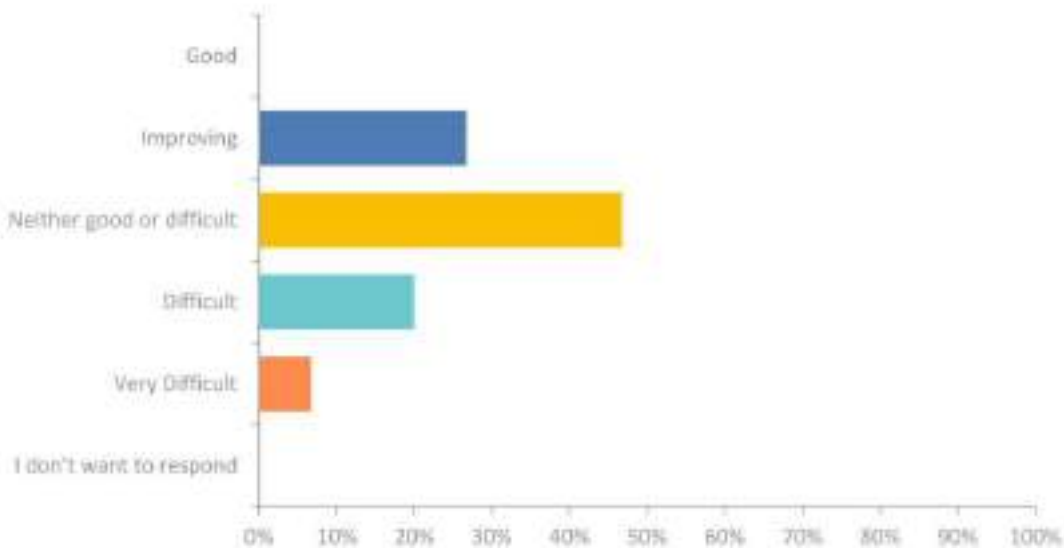
Q1: What Commission District are you located (live/work)?

Answered: 15



Q2: How would you describe conditions in the community you identified in question 1?

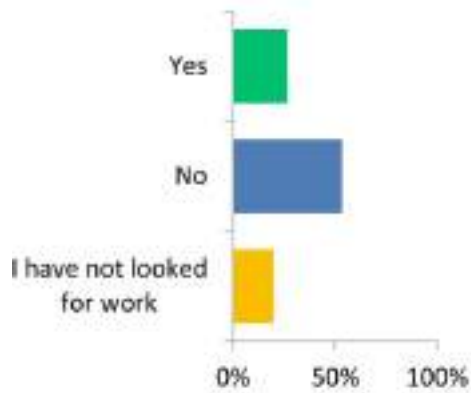
Answered: 15



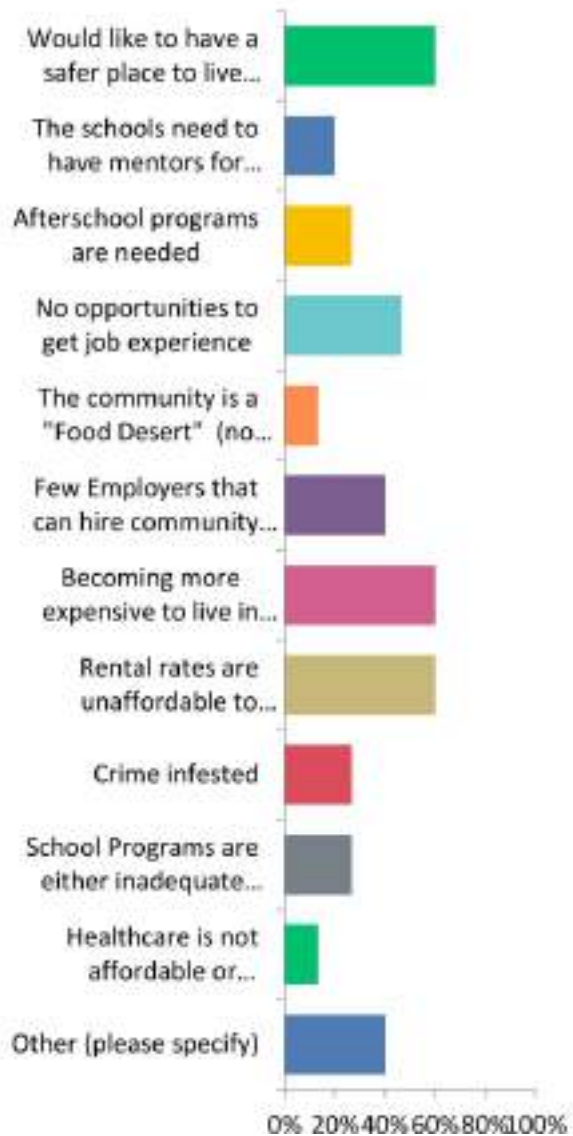
Community Feedback

Total Respondents: 18

Q3: Are you able to find Full time/Part-time work in your immediate or neighboring community?



Q4: What are some of the concerns that you have in your neighborhood or business? check all that apply.



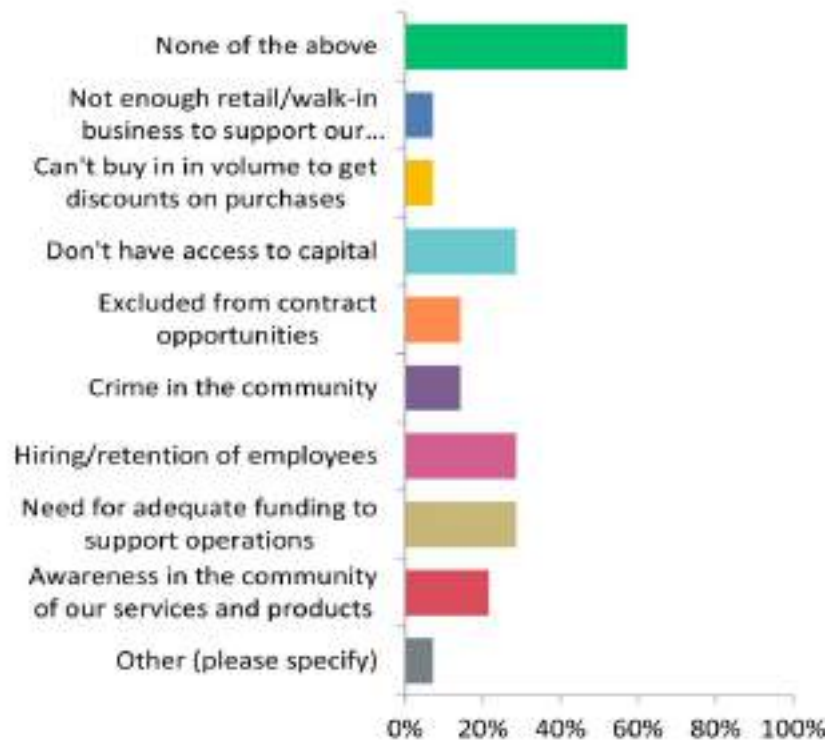
Community Feedback

Total Respondents: 18

Community Feedback

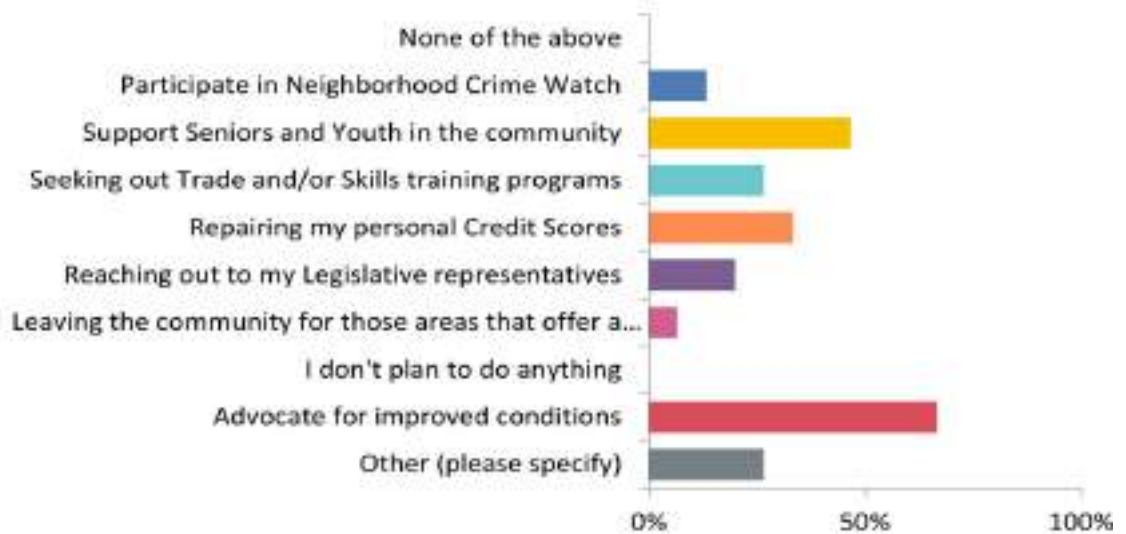
Total Respondents: 18

Q5: If you are a business owner or service provider, what challenges are you experiencing in your business?



Note: No responses to Q6

Q7: What are you doing to improve your quality of life in your neighborhood?



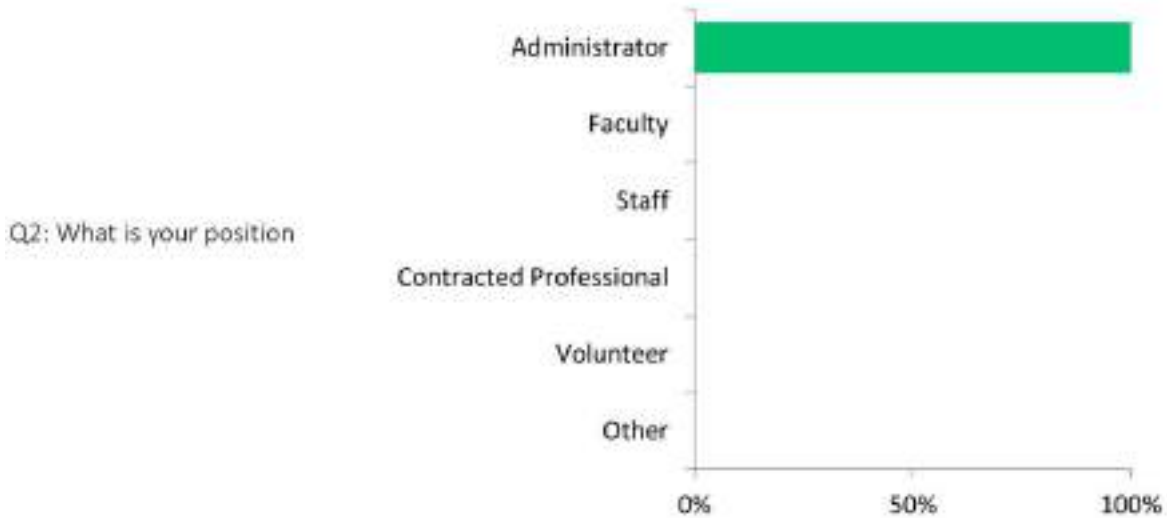
CMA Enterprise Incorporated in partnership with E.L. Waters and Company, LLC

Figure 31: Education Providers Survey Responses

Education Providers

Total Respondents: 1

Note: Q1. No responses



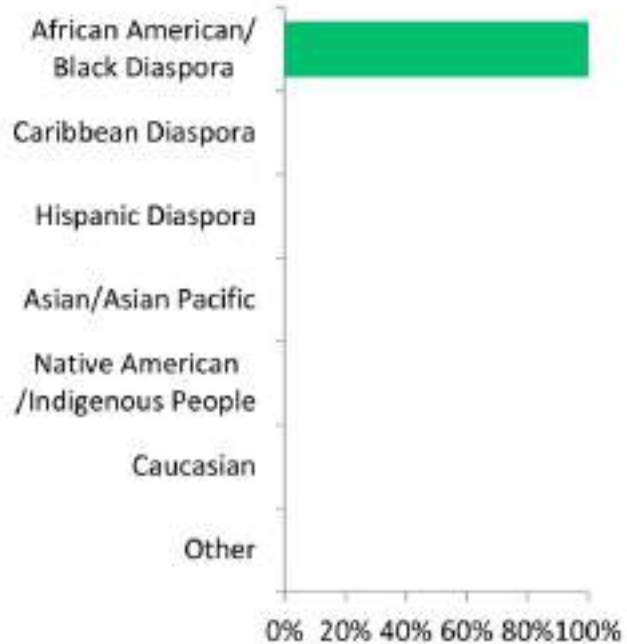
Q3: What County Commission Districts are served by your organization/agency?



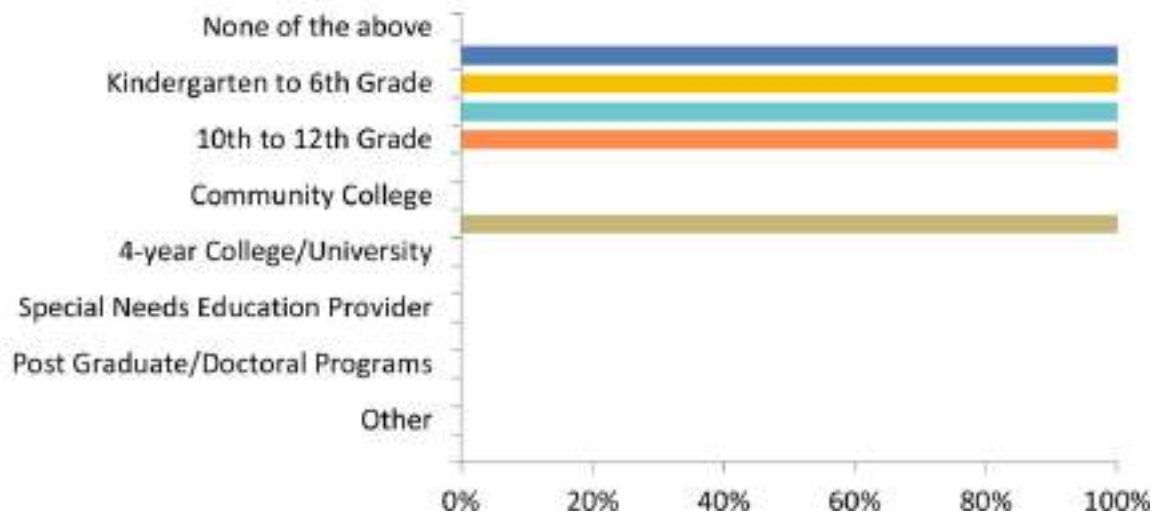
Education Providers

Total Respondents: 1

Q4: What are the demographics of the community(s) that you serve? Select all that apply.



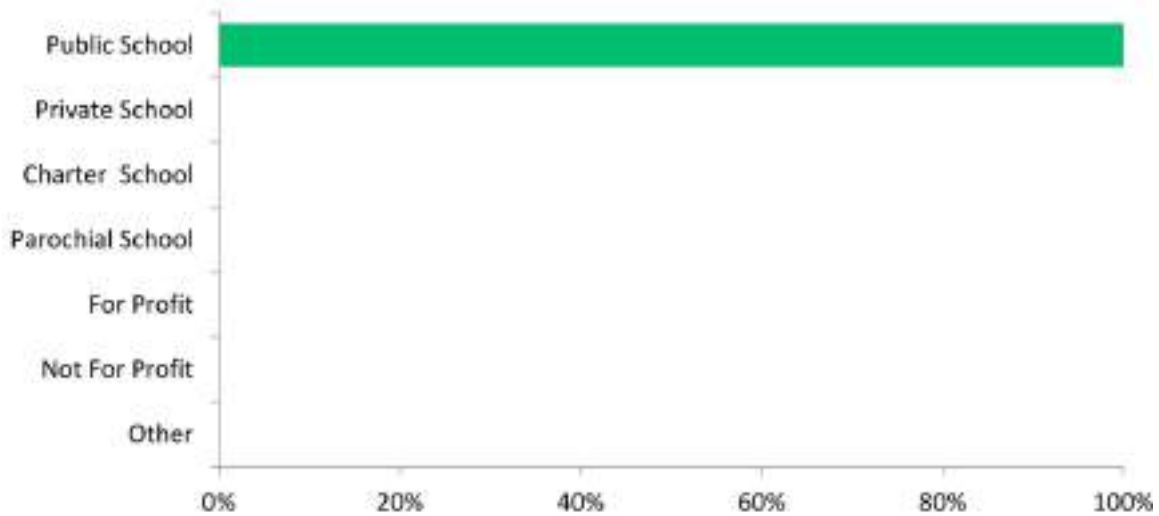
Q5: What type of education do you provide? select all that apply.



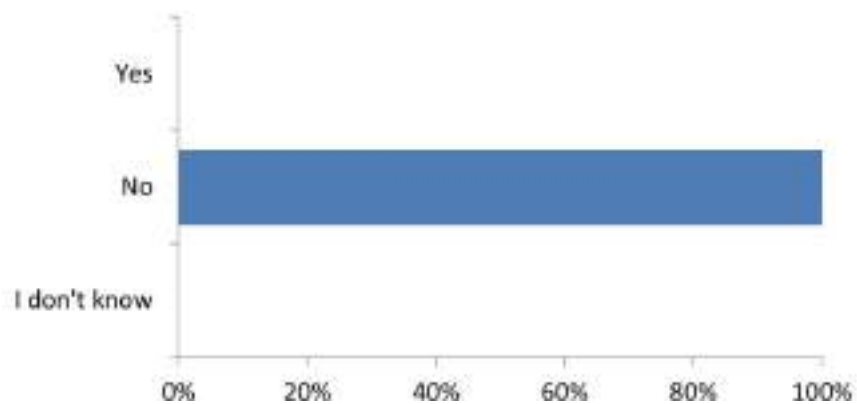
Education Providers

Total Respondents: 1

Q6: What is the "Choice" Category of your Facility? Select all that apply.



Q7: Are your current funding levels sufficient to support your education programs?

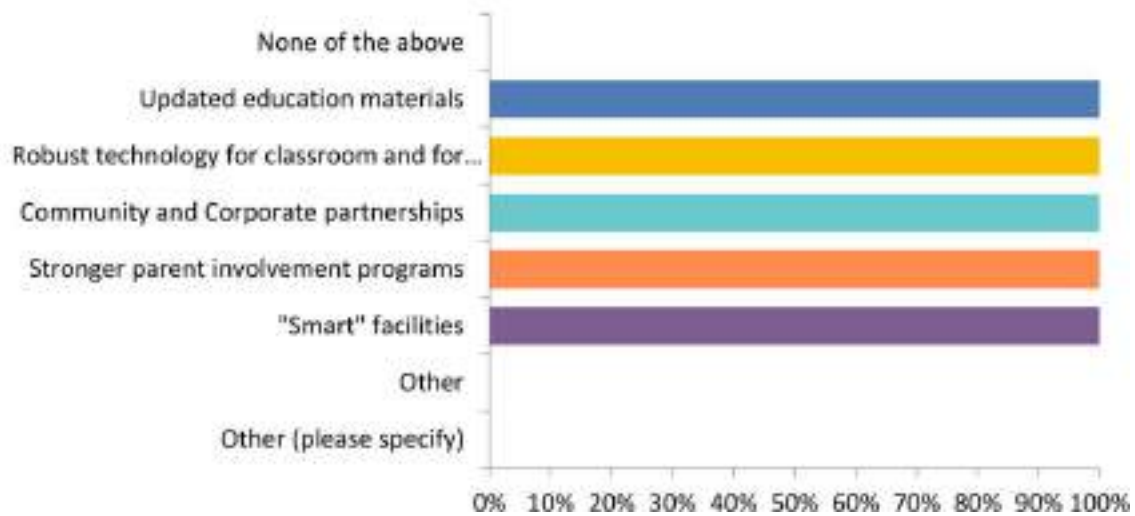


Education Providers

Total Respondents: 1

Note: No responses to Q8

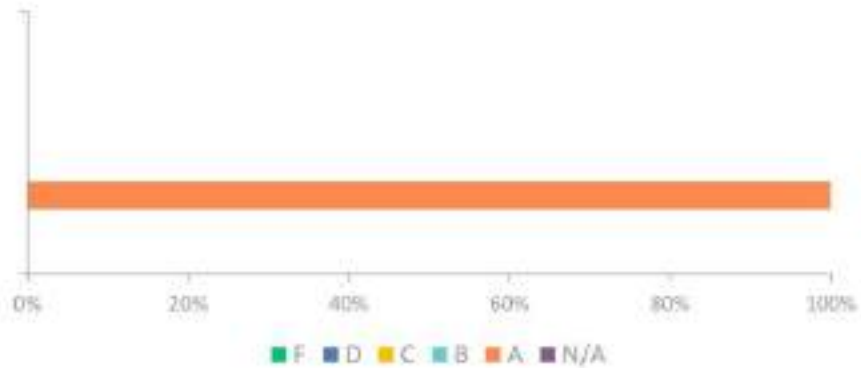
Q9: Compared to your peers in the local education community, what resources do you feel are deficient in being able to provide a competitive education for your student population?



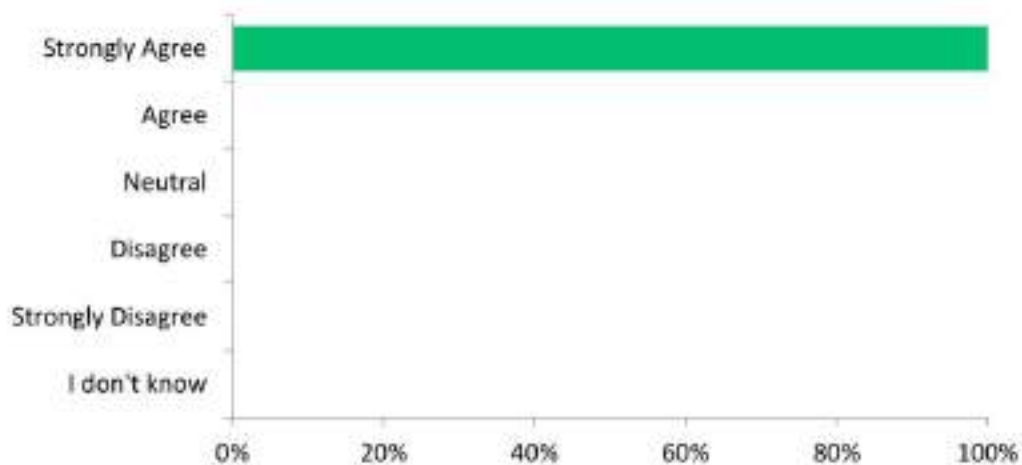
Education Providers

Total Respondents: 1

Q10: What is the ranking of your school/organization?



Q11: Would you agree that there are disparities that exist in the Black American/African Diaspora when it comes to education and how academic excellence is defined?

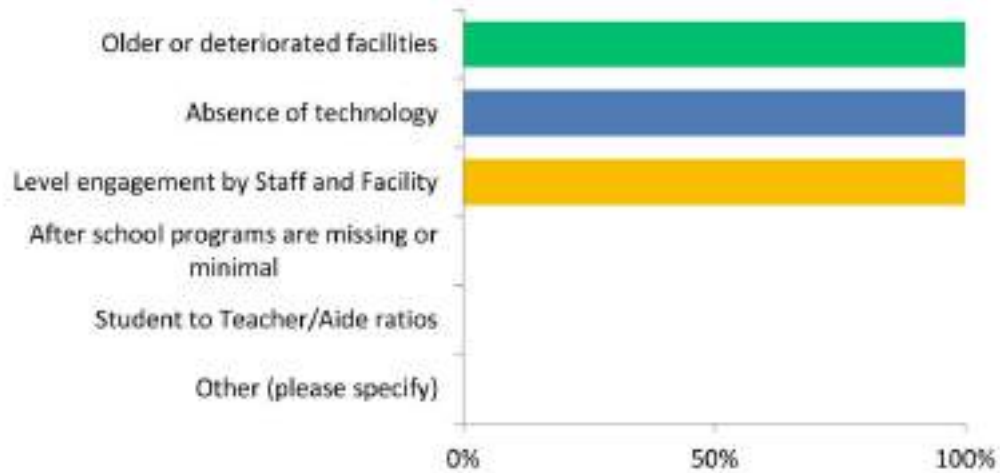


CMAA Enterprise Inc. is operated in partnership with
E.L. Waters and Company, LLC

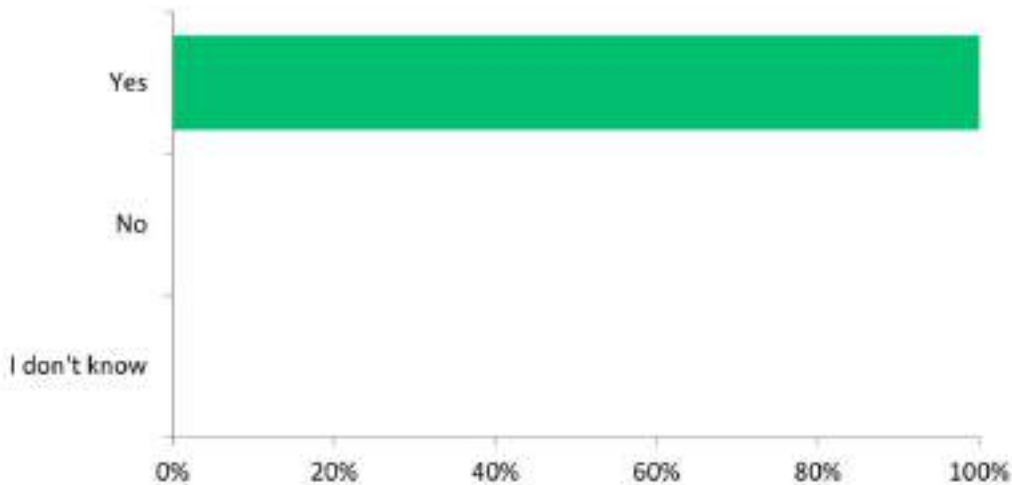
Education Providers

Total Respondents: 1

Q12: What are some of the disparities that you repeatedly witness through visitations or hear from constituents about the quality of education in your district/community? Select all that apply.



Q13: Do you plan to engage in a community partnership with MDEAT to assist in reducing disparities in education for the Black American/African Diaspora Communities?



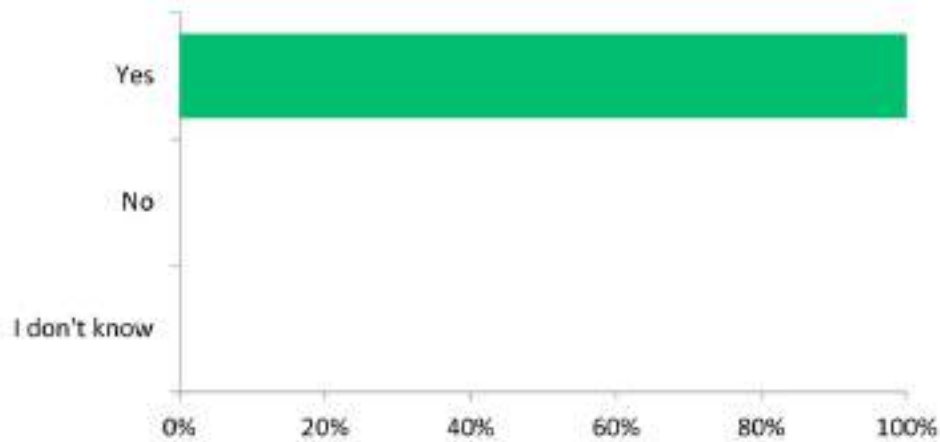
CMA Enterprise Incorporated in partnership with
E.L. Waters and Company LLC

Education Providers

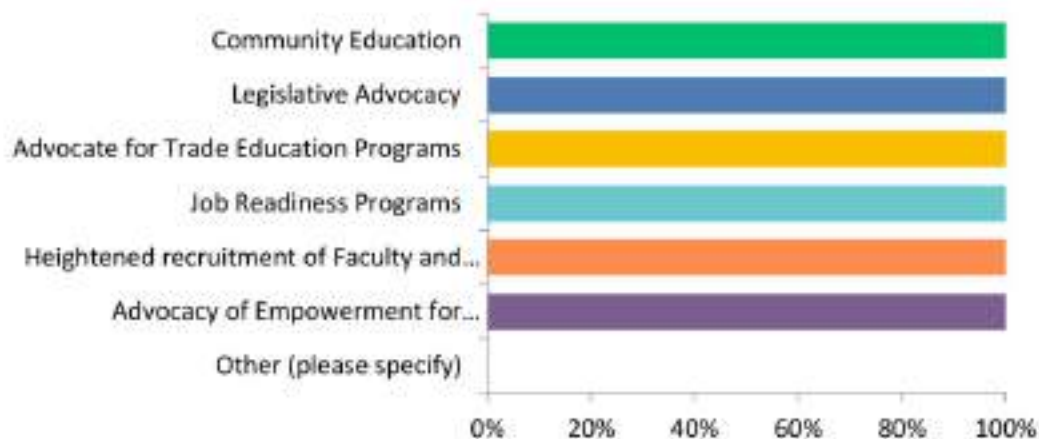
Total Respondents: 1

Note: No responses to Q14

Q15: Do you plan to increase your collaboration in the community with other providers such as MDEAT, the Business Community, or other Community Service Providers?



Q16: What do you feel MDEAT can do to assist you in being a stronger education advocate in the Black American/African Diaspora Communities? Select all that apply



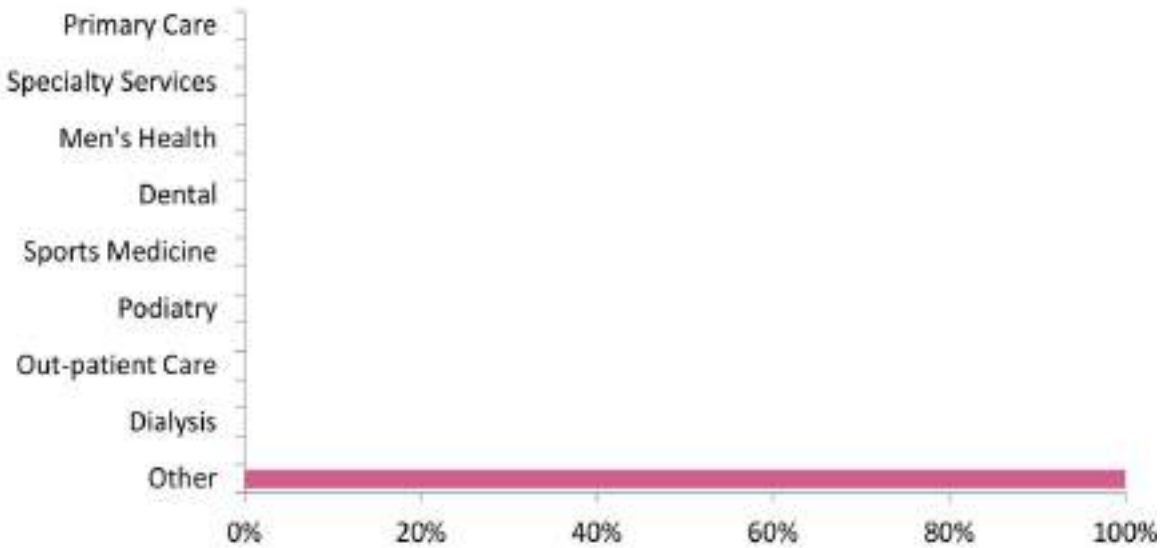
CMA Enterprise Incorporated in partnership with
E.L. Waters and Company LLC

Figure 32: Health and Wellness Providers Survey Responses

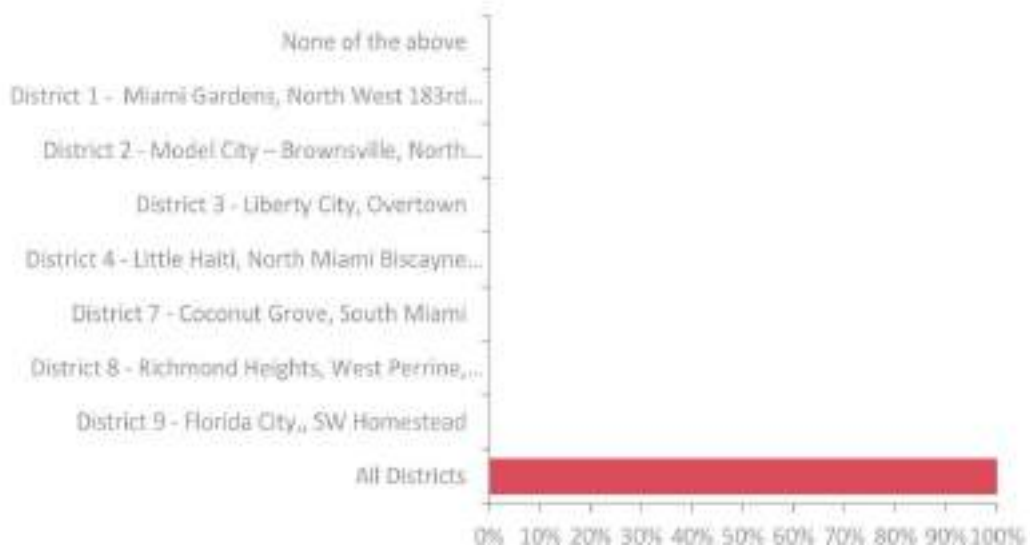
Total Respondents: 1

Note: No responses to Q1-3

Q4: What Services do you provide? Select all that apply.



Q5: What County Commission Districts are served by your organization/agency? Select all that apply.

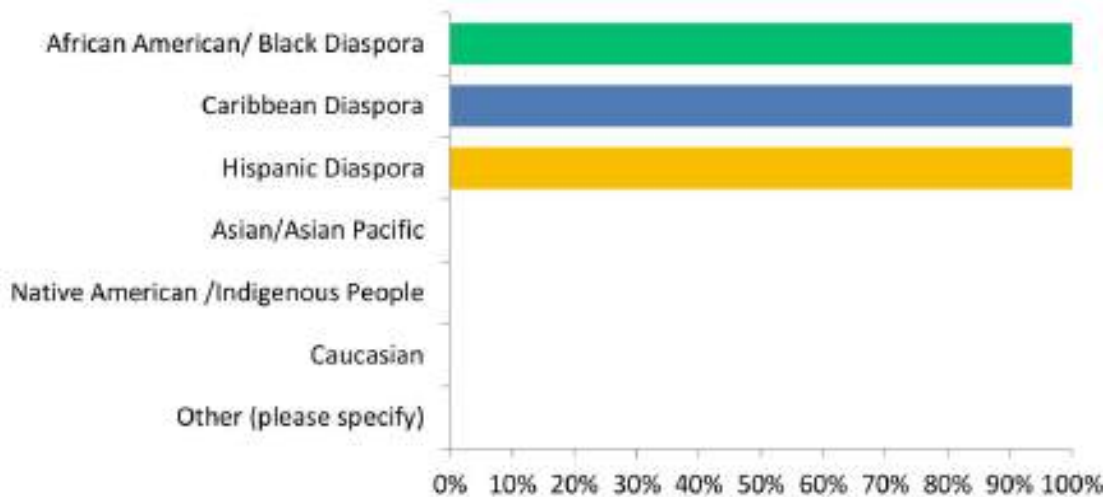


Health and Wellness Providers

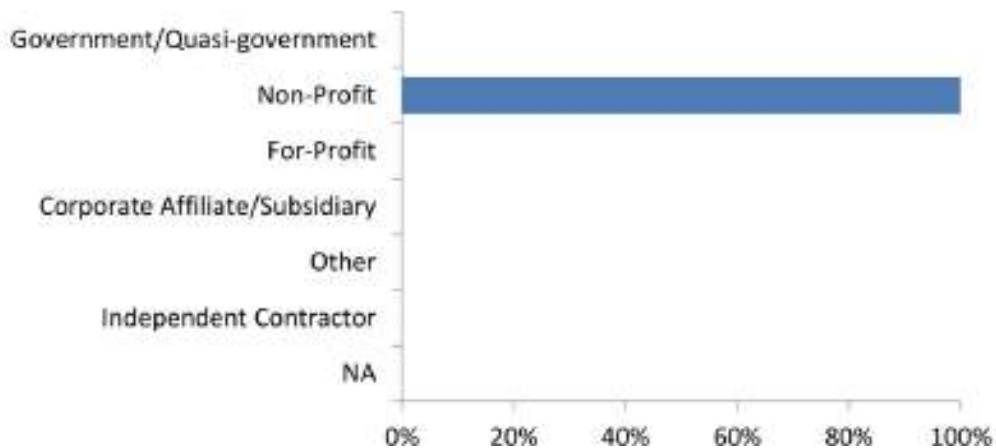
Total Respondents: 1

Note: No responses to Q1-3

Q6: What are the demographics of the community(s) that you serve? Select all that apply.



Q7: Identify your organization/agency category.

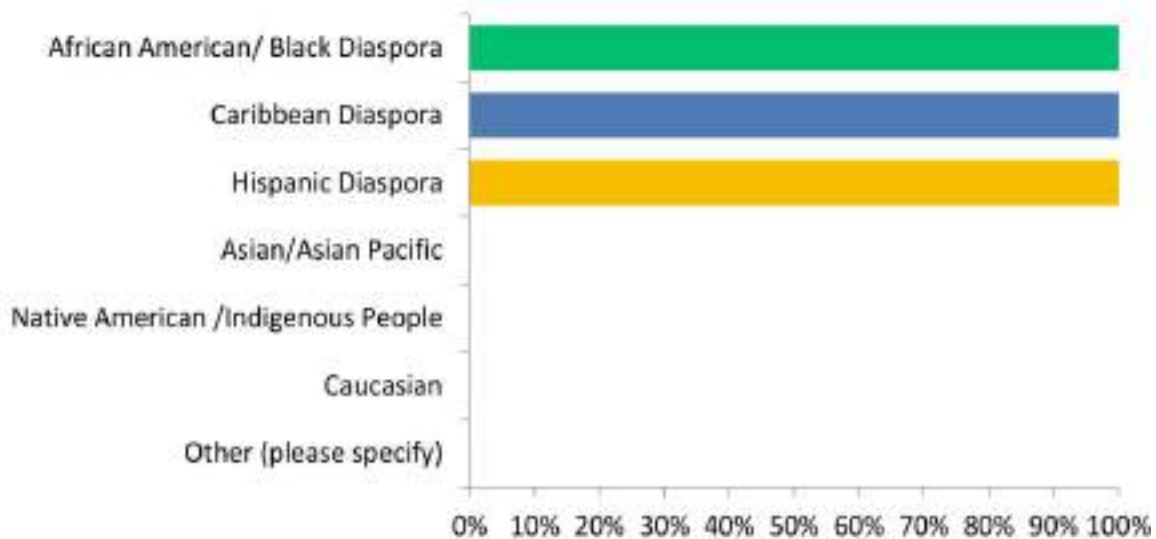


Health and Wellness Providers

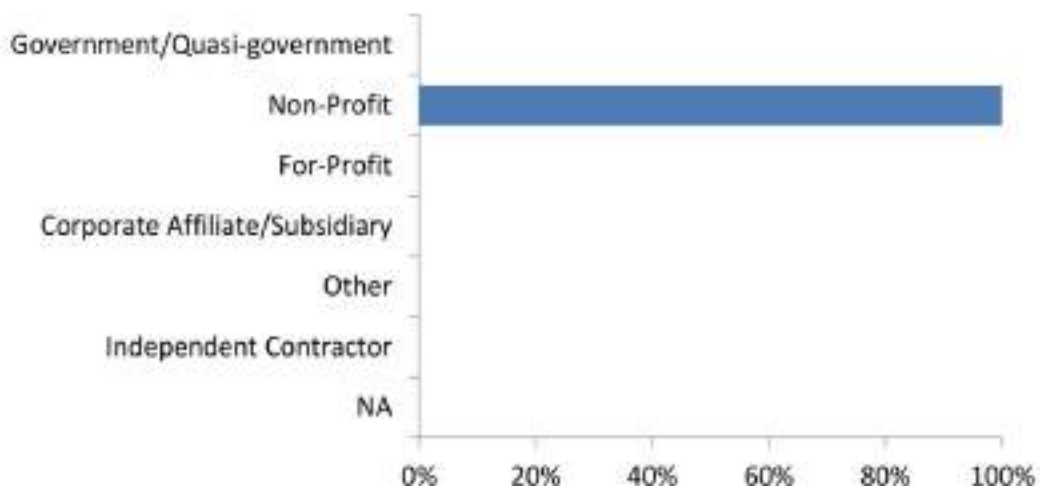
Total Respondents: 1

Note: No responses to Q1-3

Q6: What are the demographics of the community(s) that you serve? Select all that apply.



Q7: Identify your organization/agency category.

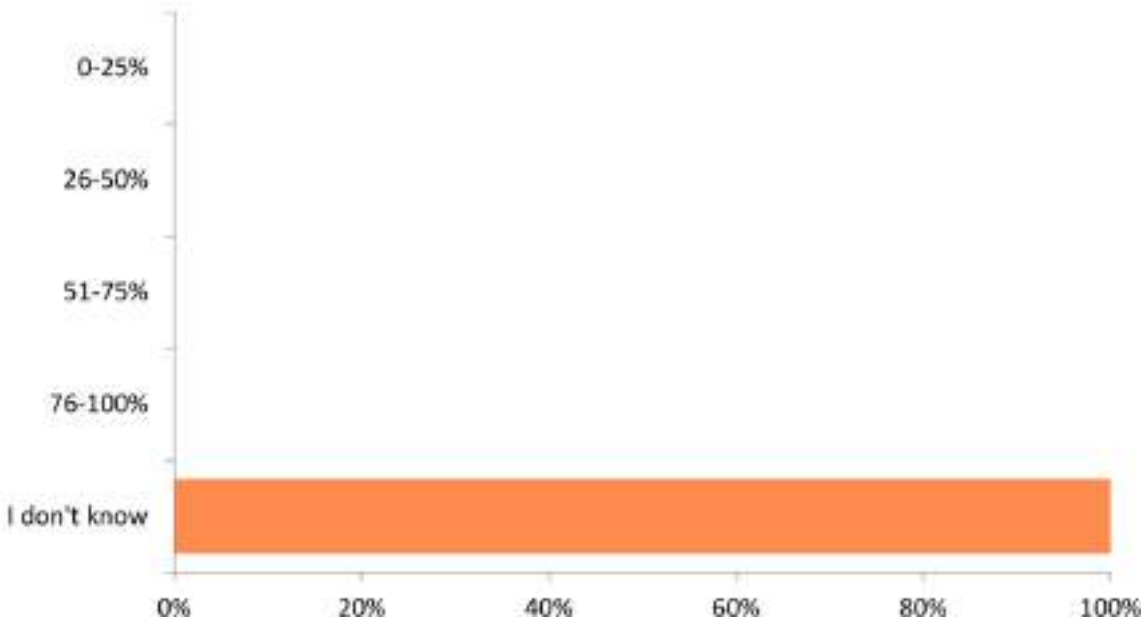


Health and Wellness Providers

Total Respondents: 1

Note: No responses to Q8

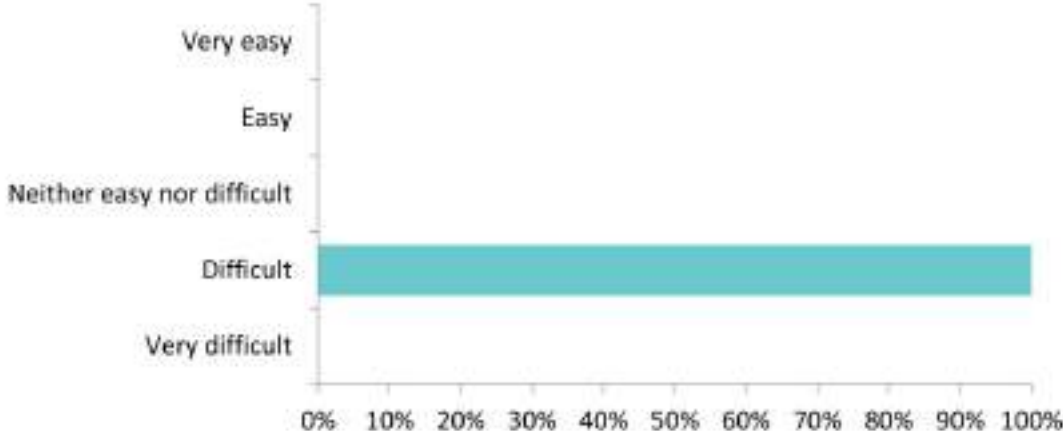
Q9: What percentage of your clients are uninsured?



Health and Wellness Providers

Total Respondents: 1

Q10: How is your hiring and/or staff situation in this current business environment?



Q11: If you answered "Difficult" or "Very Difficult" in question 10, state the reason.

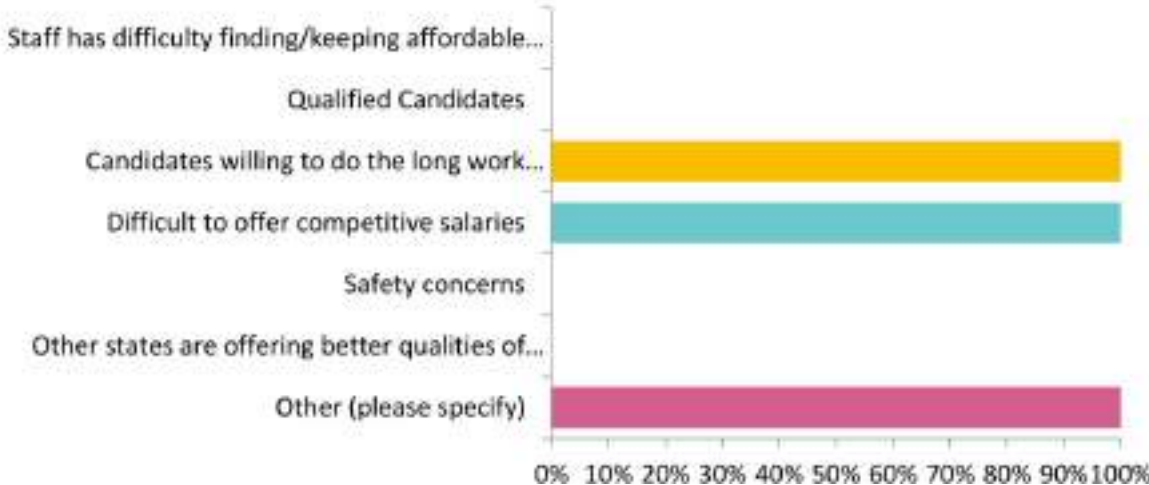
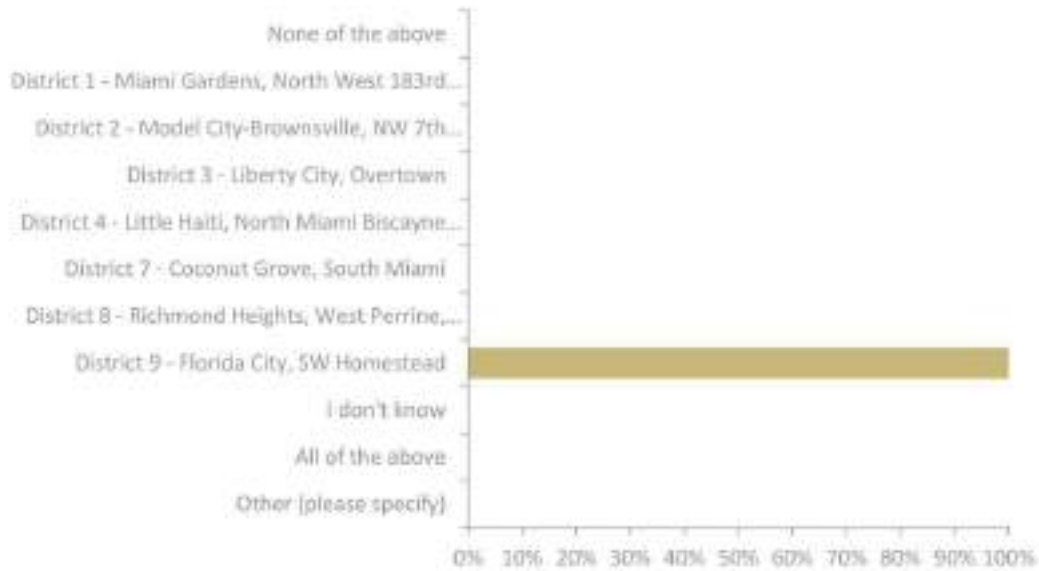


Figure 33: Public Admin and Bus & Industry Survey Responses

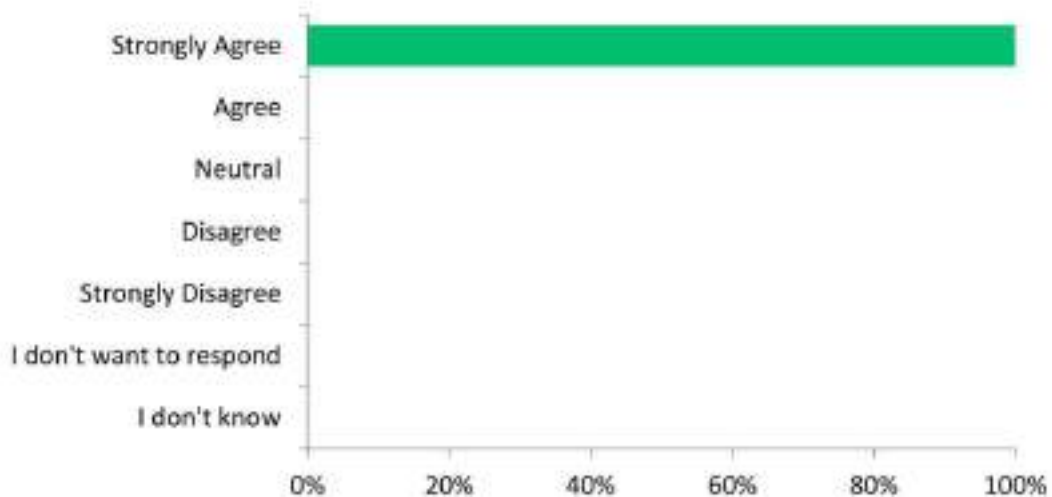
Public Administration and Business and Industry

Total Respondents: 1

Q1: What Commission District(s) are your offices/facilities located?



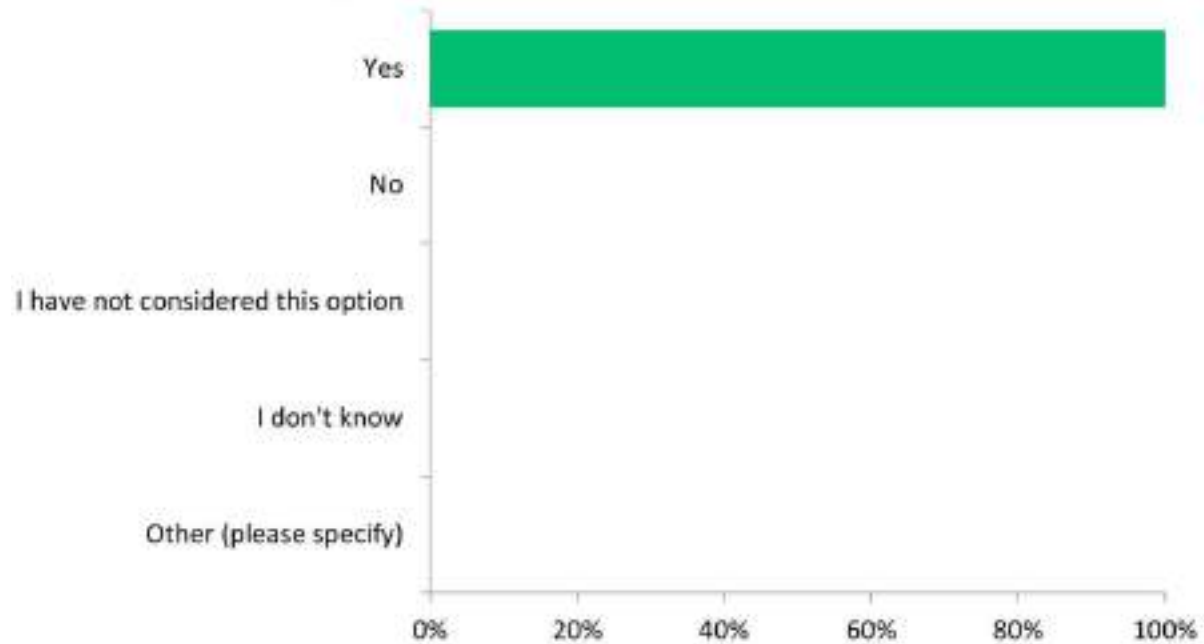
Q2: Would you agree that disparities and inequities exist in the Black American/African Diaspora regarding to quality of life in Targeted Urban Areas (TUAs) in Miami Dade County?



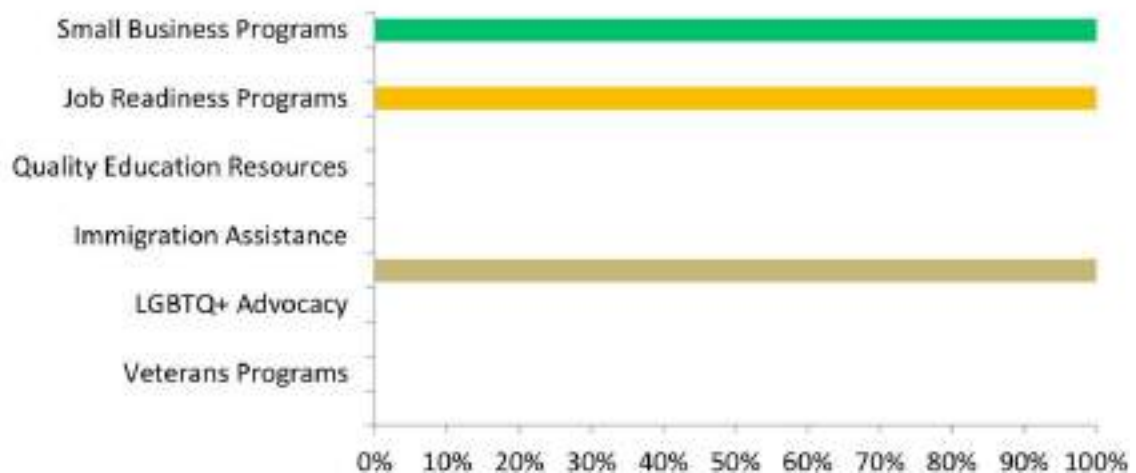
Public Administration and Business and Industry

Total Respondents: 1

Q3: Has your agency's/organization's considered collaborating with Advocates/Community Partners like Miami Dade Economic Advocacy Trust to address the disparities and inequities in the Black American and African Diaspora Communities ?



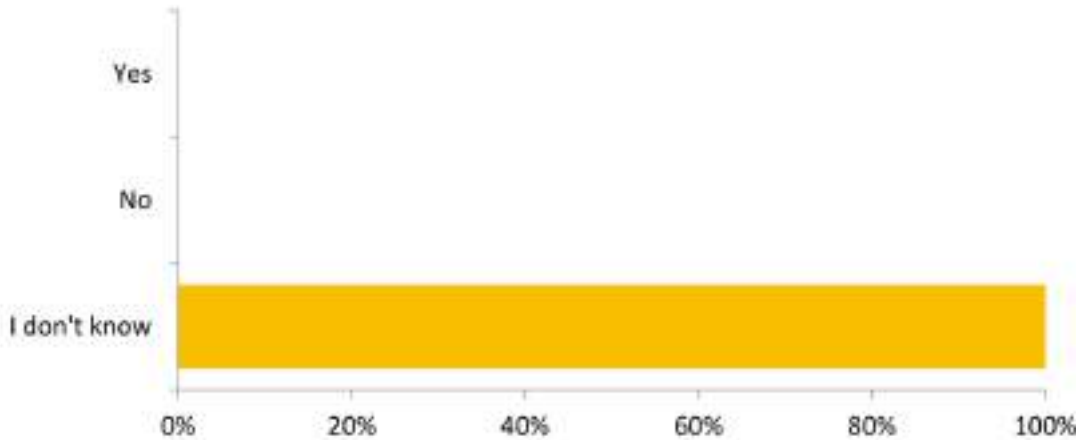
Q4: How do you currently assist your clients in managing their needs, wants and desires for improving their quality of life? Select all that apply.



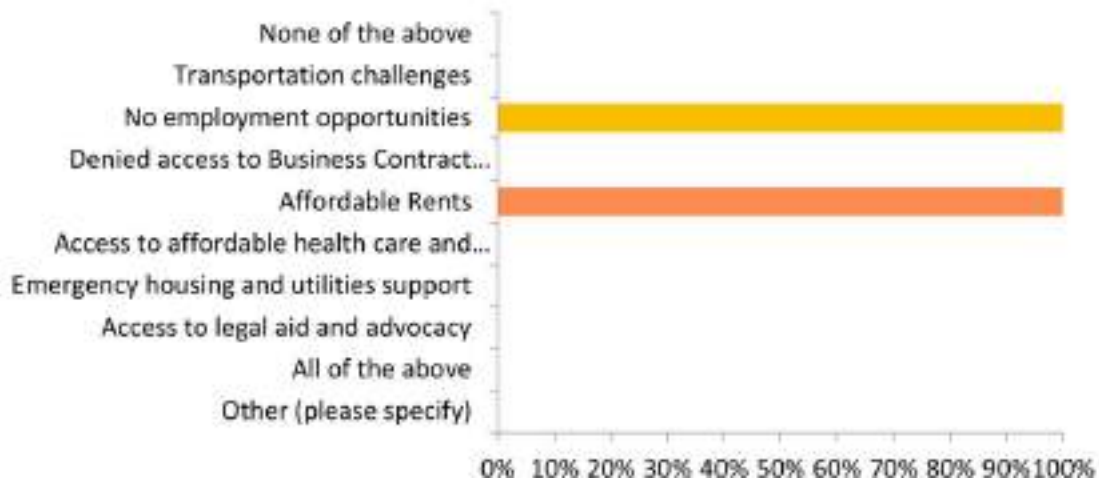
Public Administration and Business and Industry

Total Respondents: 1

Q5: Would you like to participate in the In-person Focus Groups to share your feedback?



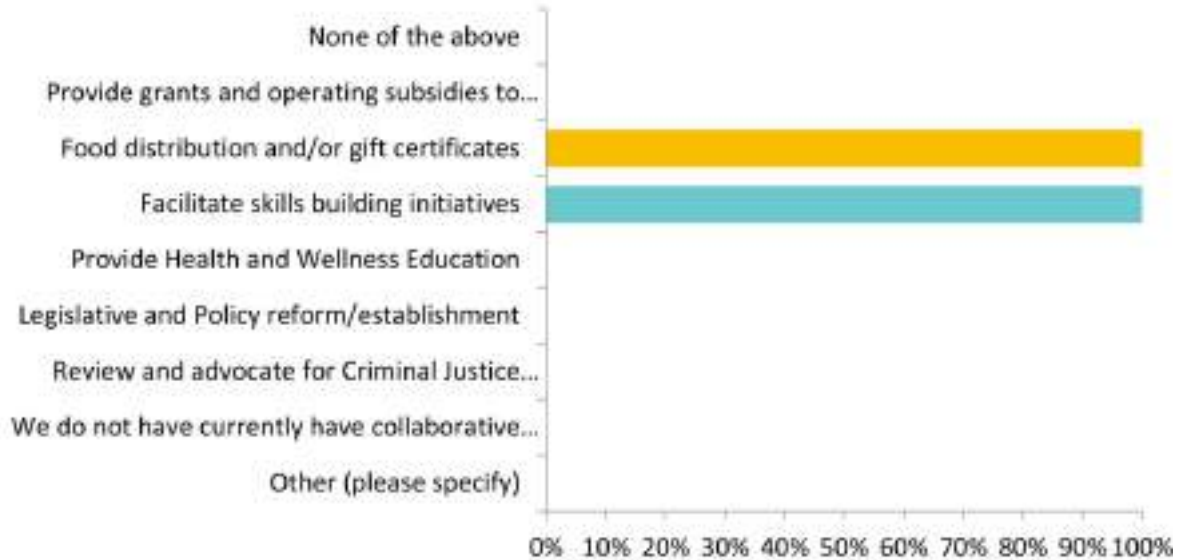
Q6: What are the needs, wants and/or desires that you are hearing from the Black American and African Diaspora Communities? Select all that apply



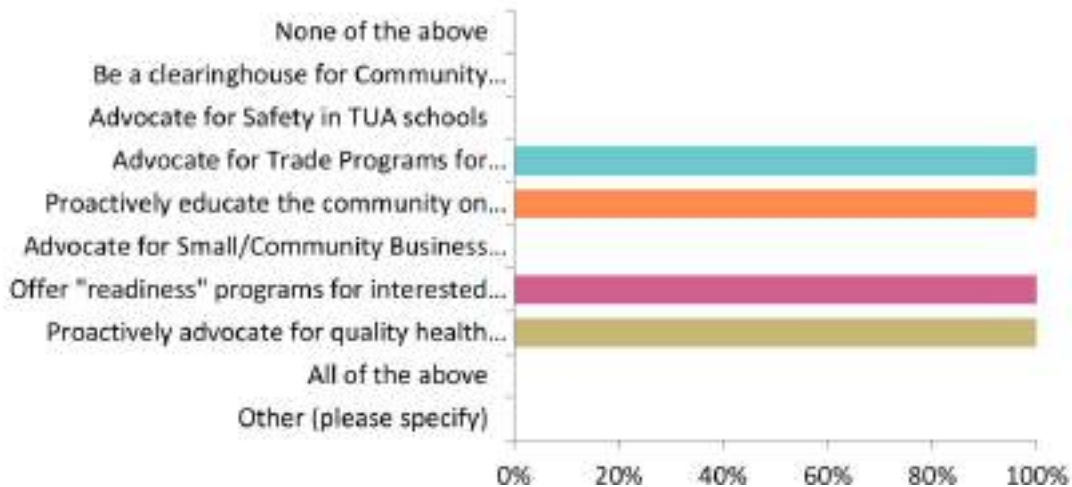
Public Administration and Business and Industry

Total Respondents: 1

Q7: Do you collaborate with other community service providers, businesses and/or residents to reduce disparities and inequities in your community? If so, check those collaborations that apply.



Q8: What do you feel MDEAT can do to be a stronger resource for your agency as you serve the Black American and African Diaspora Targeted Urban Areas? Select all that apply



Public Administration and Business and Industry

Total Respondents: 1

Q9: Rank your organization's/department's plans to dedicate resources that focus on improving the quality of life in the Black American/African Diaspora TUAs served by MDEAT in Miami Dade County?

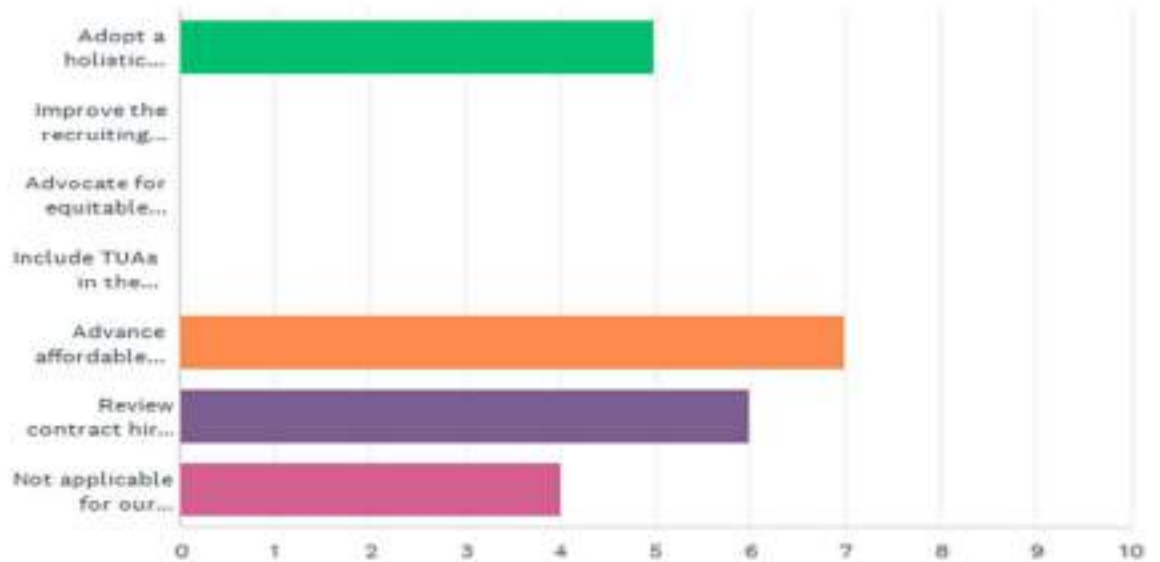
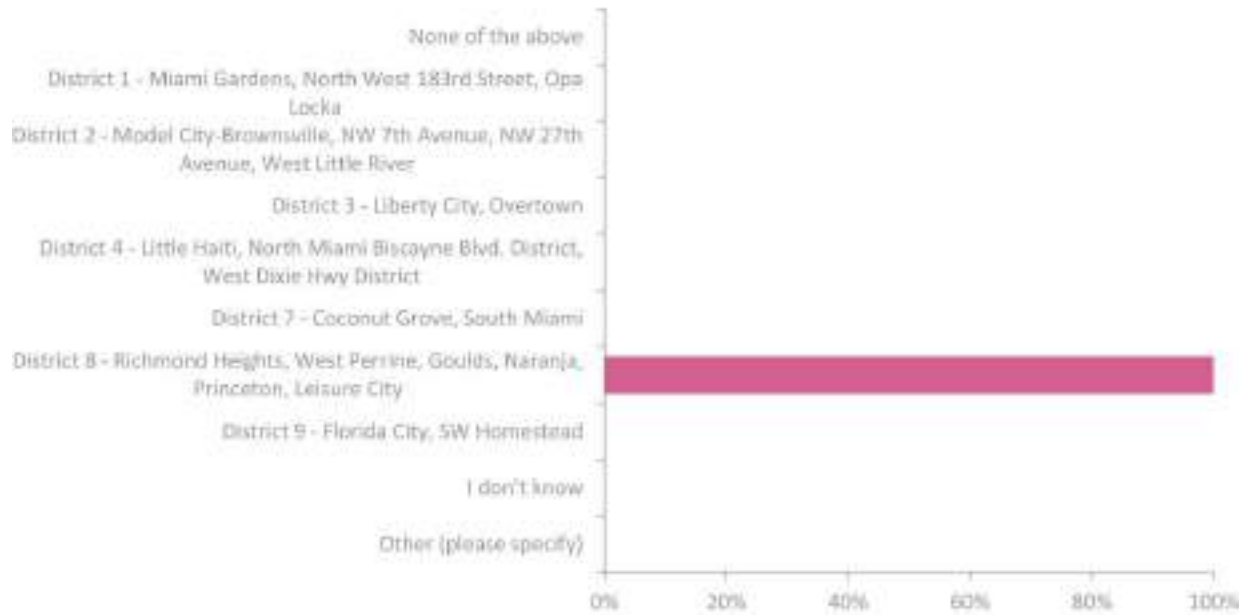


Figure 34: Youth Development Survey Results

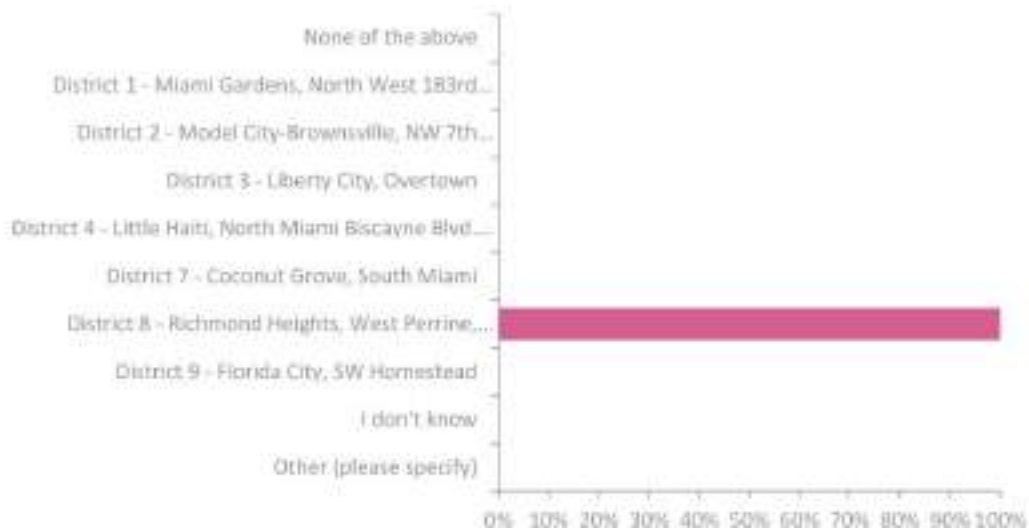
Youth Development

Total Respondents: 1

Q1: What Commission District are you located?



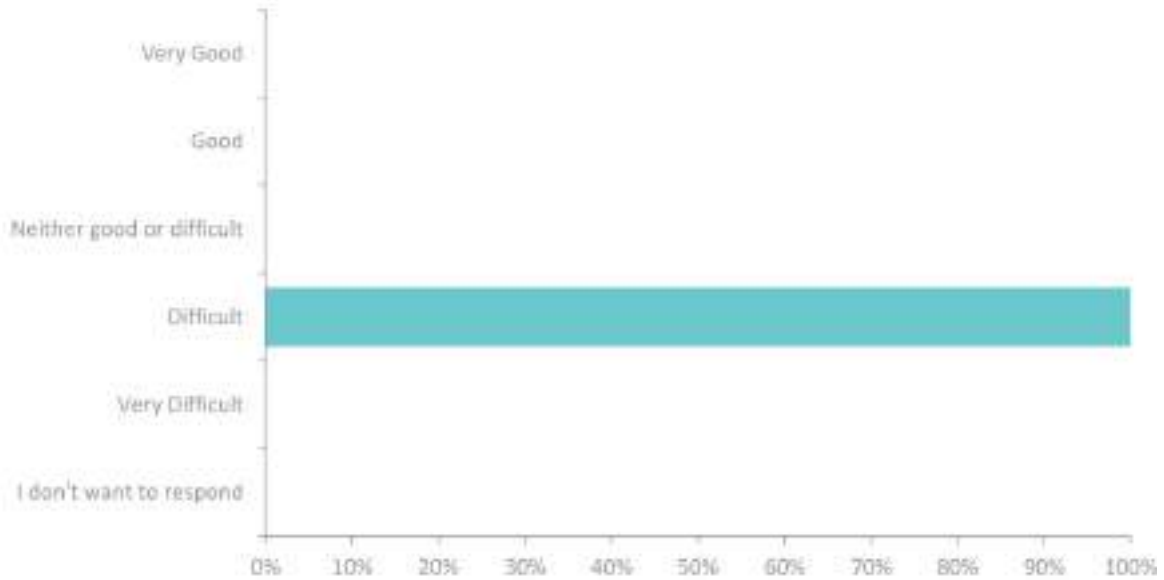
Q2: What Commission District are you located?



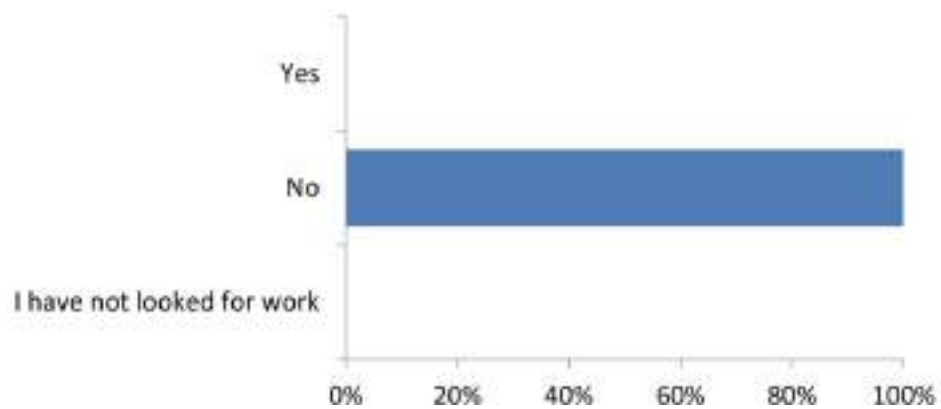
Youth Development

Total Respondents: 1

Q3: How would you describe conditions in your community?



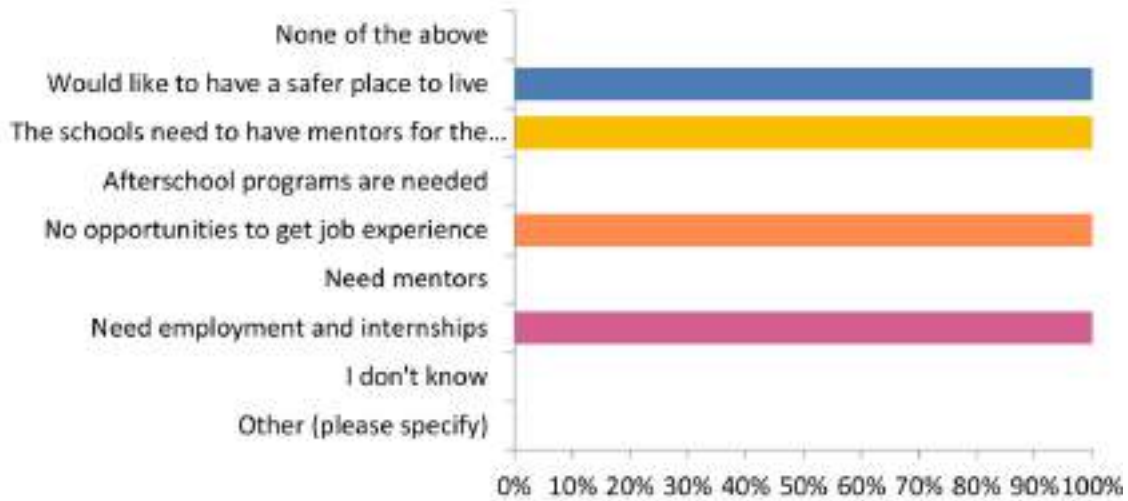
Q4: Are you able to find Full time/Part-time work in your immediate or neighboring community?



Youth Development

Total Respondents: 1

Q5: What are some of the concerns that you have in your neighborhood? check all that apply.



Note: Q6. No responses

Q7: Would you like to participate in the in-person Focus Groups to share your feedback?

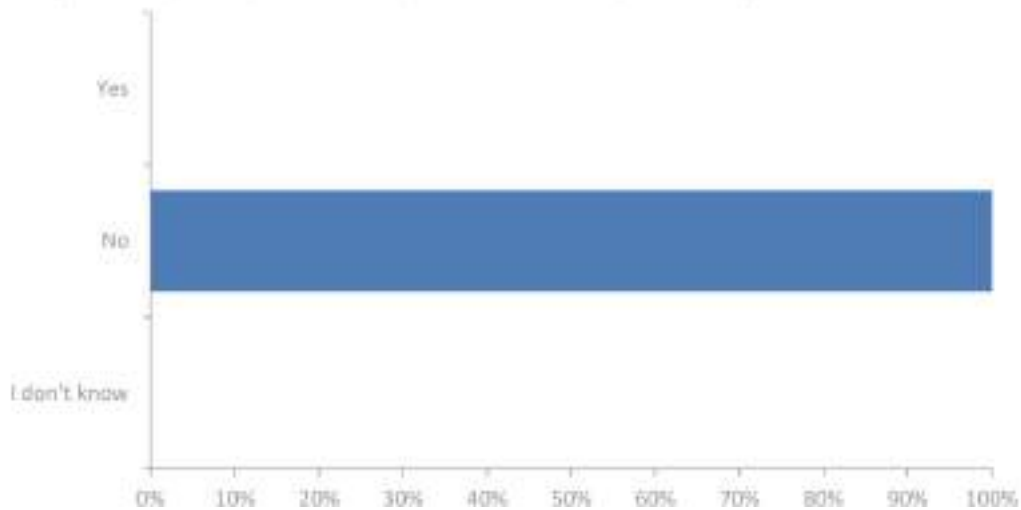


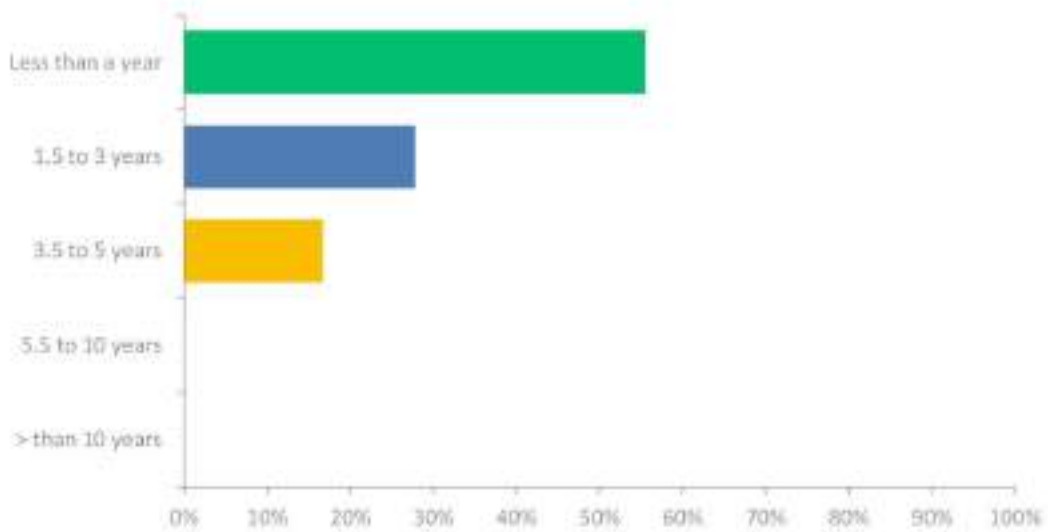
Figure 35: MDEAT Staff and Board Survey Responses

MDEAT Staff and Board

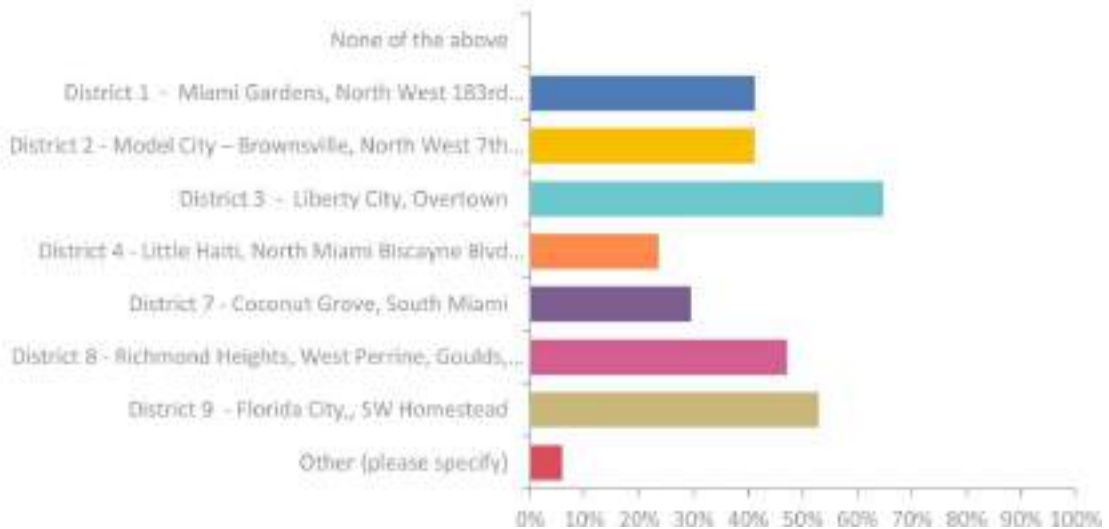
Total Respondents: 18

Note: No responses to Q1

Q2: How long have you been with MDEAT?



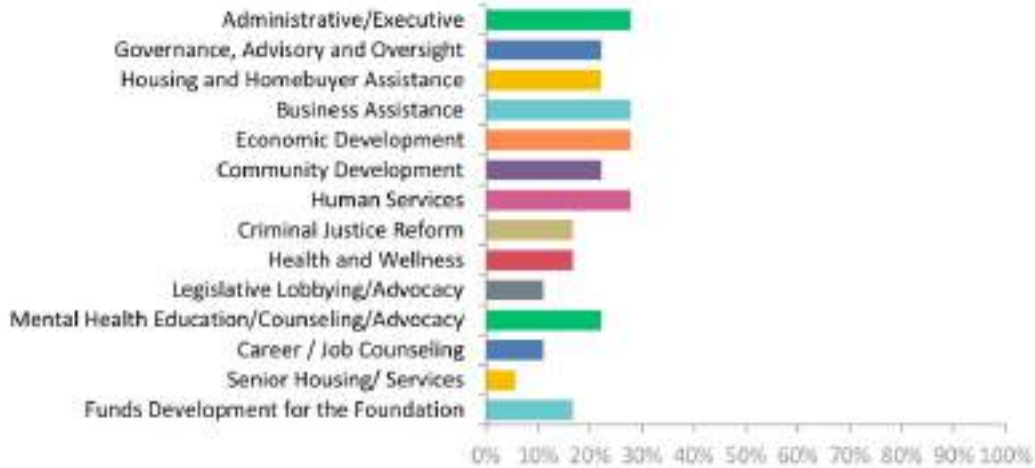
Q3: What County Districts are primarily where your requests for service and advocacy located? Select all that apply.



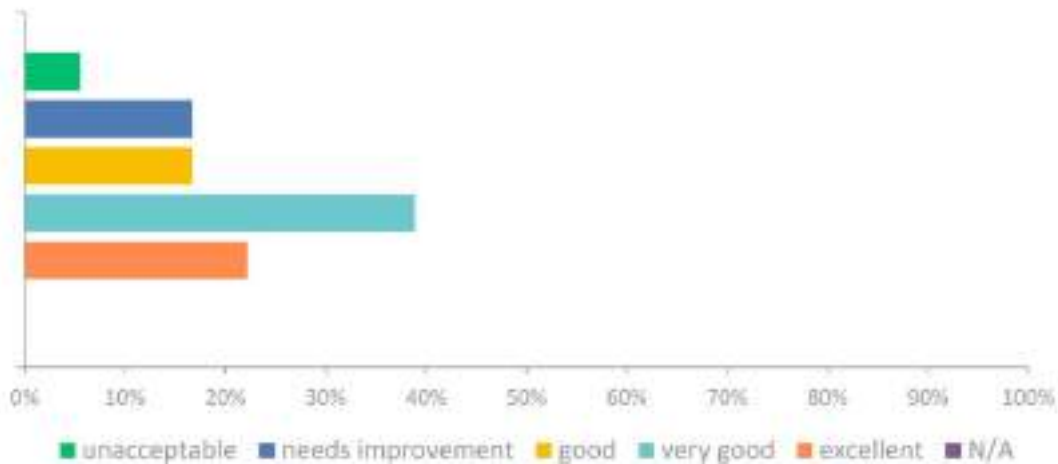
MDEAT Staff and Board

Total Respondents: 18

Q4: What is your area of responsibility at MDEAT? Select all that apply.



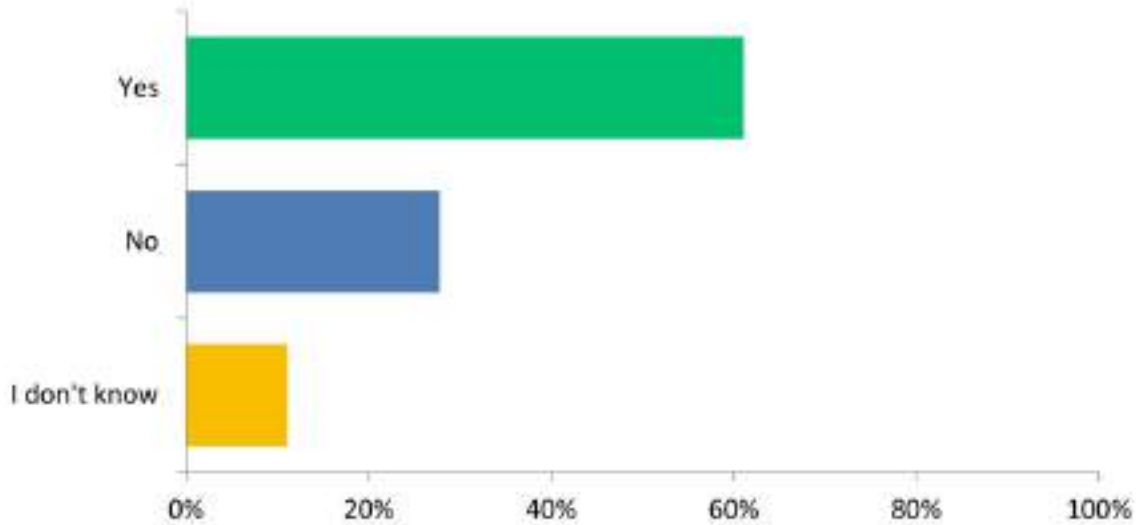
Q5: Rate the IMPACT of MDEAT in the communities as mandated in the agency's charter. If you rated "good or less", state reasons for the rating.



MDEAT Staff and Board

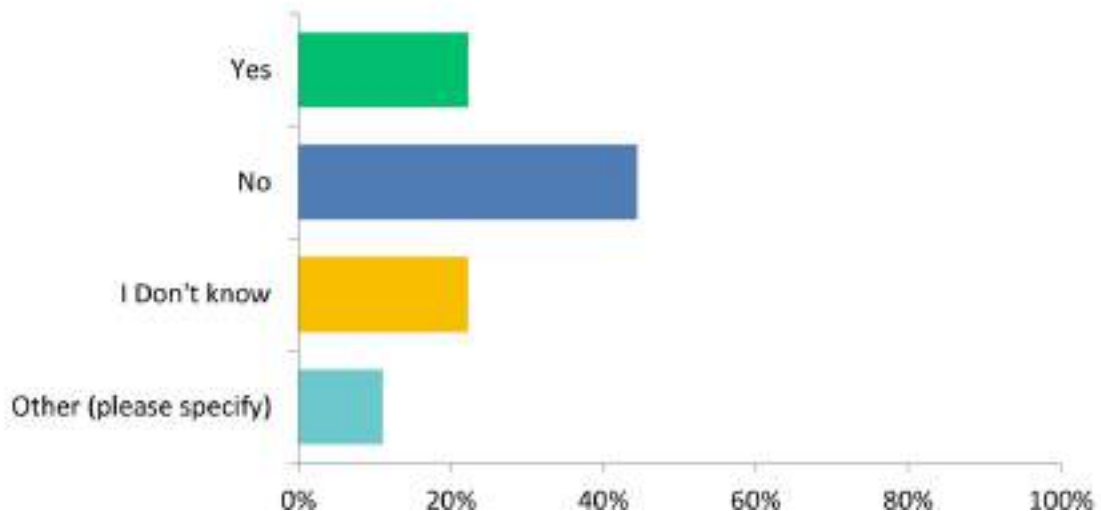
Total Respondents: 18

Q6: Do you feel that MDEAT has ADEQUATE CAPACITY to undertake the advocacy requirements in which it is mandated?



Note: No responses to Q7

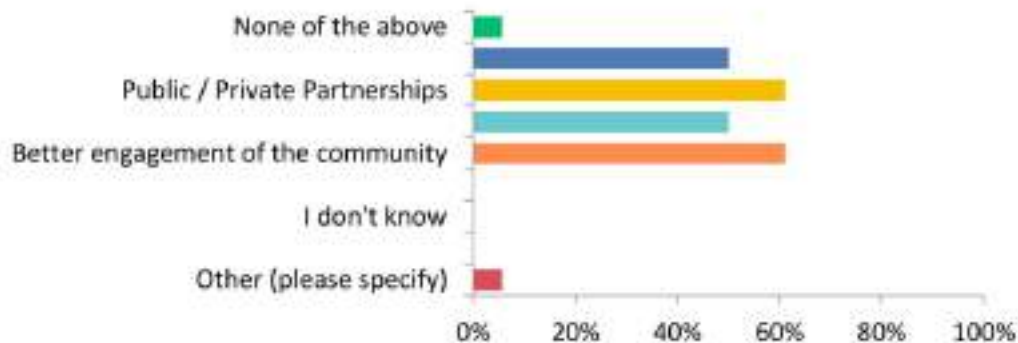
Q8: Do you have sufficient resources to service your clients/constituents/staff?



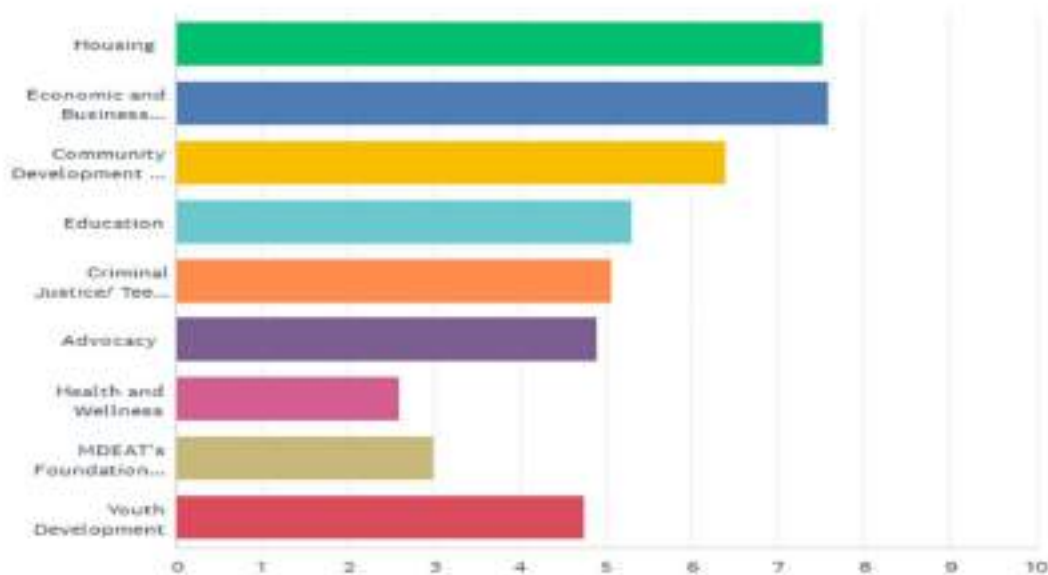
MDEAT Staff and Board

Total Respondents: 18

Q9: Managing the paradigm of how MDEAT presents its model of mitigating disparities in the designated Targeted Urban Areas (TUAs) will be important as the agency moves forward. Additionally, the "ongoing theme" of ECONOMIC DEVELOPMENT (internal and external) will be essential to community empowerment for residents and businesses. What does this strategy look like for you from the perspective of the program priorities or administrative areas in which you are assigned? Select all that apply.



Q10: How do you rank your top three priority areas for MDEAT when it comes to serving the Targeted Urban Areas in Miami Dade County?





TUA (Targeted Urban Areas) REVIEW



E.L. WATERS and Company, LLC
PLANNING and DEVELOPMENT CONSULTANTS

2023 TUA Site Review

The CMA/ELW Team conducted up to 16 community site reviews for the engagement over six months. The drive-throughs sought to identify improvements and/or enhancements the Consulting Team has witnessed.

TUAs reviewed are listed below. A compilation of each site is provided in this section and represents the following areas.

- Princeton
- Richmond Heights
- South Miami Heights
- West Dixie Hwy District (TUA Corridor)
- West Little River
- NW 27th Avenue (TUA Corridor)
- North Miami Biscayne Blvd. (TUA Corridor)
- North Miami 7th Avenue (TUA Corridor)
- Naranja
- Model City/ Brownsville
- Liberty City
- Little Haiti
- Homestead
- Goulds
- Coconut Grove

Other TUA Corridors noted but not reviewed included the following...

- NW Downtown
- NW 183rd Street

Maps included in this section revealed commercial and food deserts in the targeted areas. Noteworthy is that since the last Disparity Study, there are recommendations for four (4) TUAs designation changes. The reasons for this recommendation resulted in the reduction of the Black Population being less than 51% for the areas.

Figure 36: TUAs & Corridors

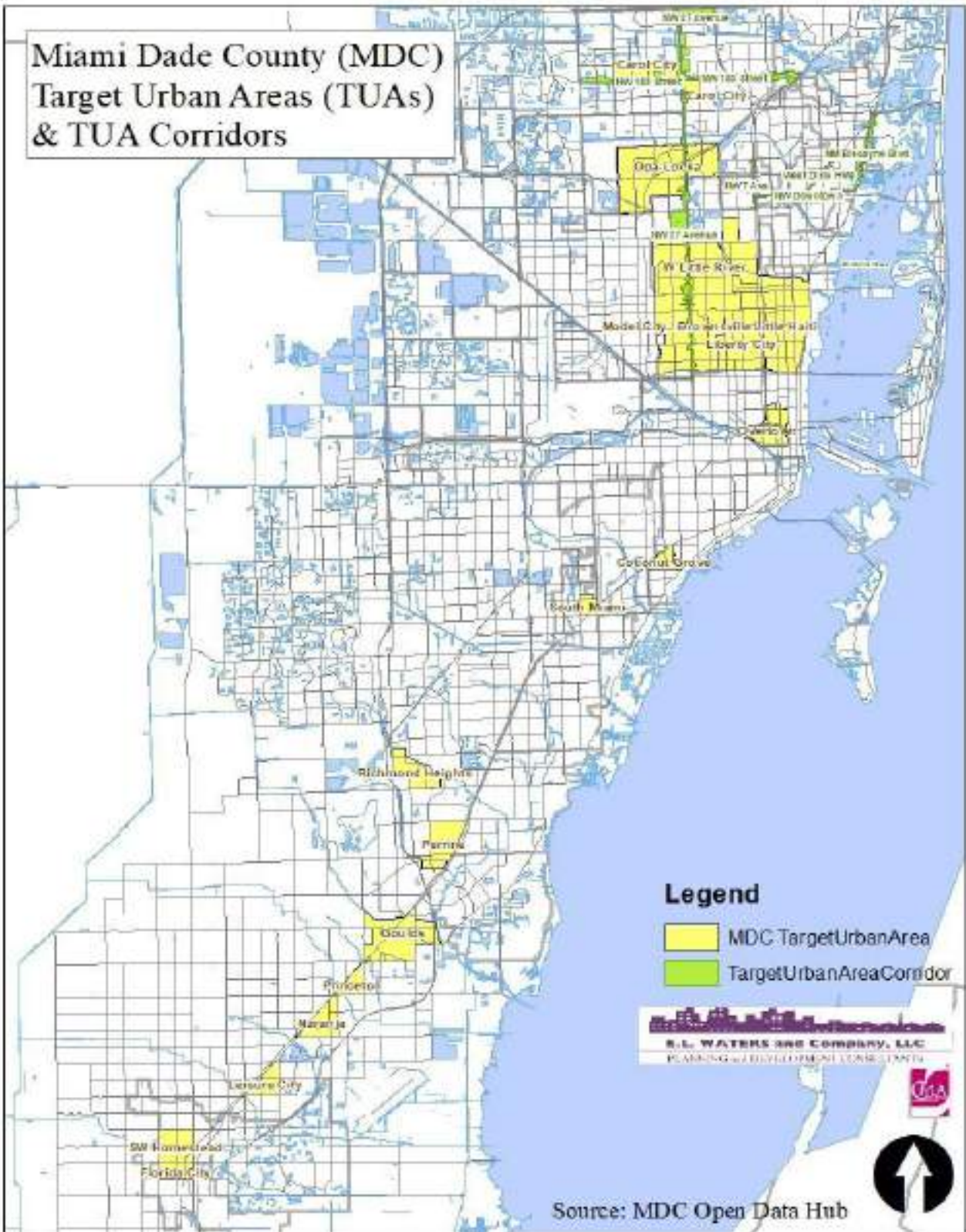
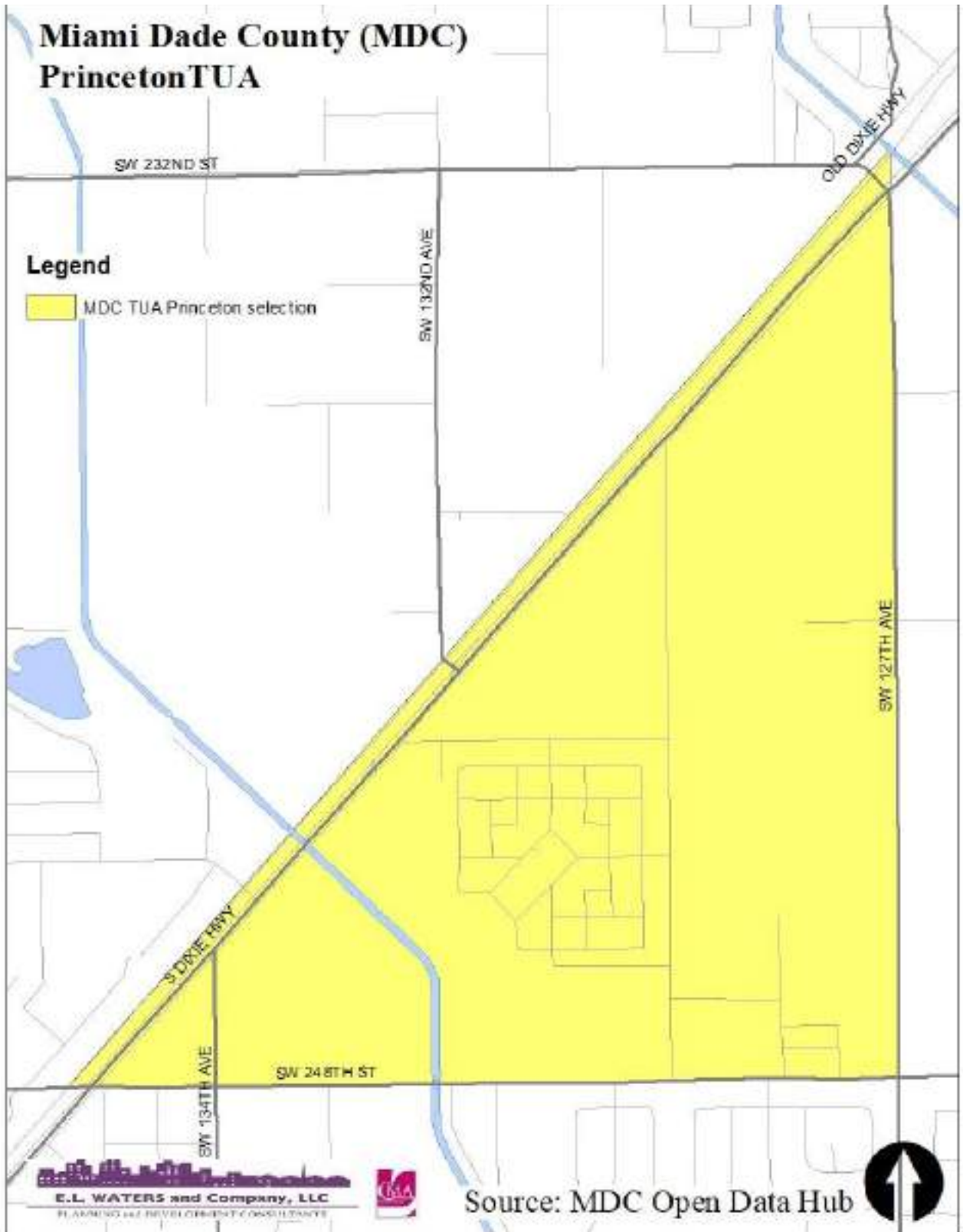


Figure 37: Princeton TUA



Princeton Site Summary

Princeton, Florida, is primarily a residential community with some commercial activity and is characterized as a bedroom community where residents mainly live and commute to work in nearby areas.

Princeton features a mix of small businesses catering to the local Community's needs. These businesses include local shops, convenience stores, restaurants, and professional services. The commercial activity in Princeton is modest in comparison to larger urban centers.

The businesses and brick-and-mortar business building conditions vary in Princeton. Some buildings may be well-maintained, reflecting the dedication of local business owners, while others may require improvements or renovations. The architectural styles and building conditions can vary across different areas of the Community.

Public transportation options in Princeton are available through Miami-Dade Transit buses. These buses provide connections within the Community and to other parts of Miami-Dade County, offering residents and visitors convenient transportation.

Princeton does not have dedicated transportation lanes like express lanes specific to the area. However, major roads and highways, such as US Highway 1 and the Florida Turnpike, provide connectivity to other parts of Miami-Dade County.

The primary infrastructure in Princeton consists of well-maintained roads, sidewalks, and utilities that support the residential and commercial areas. The broader infrastructure of Miami-Dade County, including access to schools, healthcare facilities, and other essential services, provided extensive benefits for the surrounding communities.

In terms of amenities, Princeton offers various recreational spaces, including parks and community centers, where residents can engage in outdoor activities and community events. The Community also has local shops, restaurants, and services that provide convenience and entertainment for residents.

A windshield survey conducted on Saturday, March 25, 2023, provided the following general conditions:

- Residential properties exhibit significant signs of neglect, including boarded-up windows or shutters placed on windows.
- Cracked sidewalks and driveways are prevalent.
- The presence of littering is predominant.
- Poorly maintained landscaping.

Below are images highlighting some of the issues listed above.

Princeton



Princeton



Figure 38: Richmond Heights TUA



Richmond Heights Summary

Richmond Heights is a residential community with a small commercial presence. As a bedroom community, its distinct characterization is where residents primarily live and commute to work in nearby areas.

Richmond Heights has few commercial districts, but it features a few small businesses catering to the local community's needs. These businesses include local shops, convenience stores, and small service-oriented establishments. The commercial activity in Richmond Heights is relatively modest compared to larger urban centers.

Public transportation options in Richmond Heights are available through Miami-Dade Transit buses. These buses provide connections within the community and to other parts of Miami-Dade County, offering residents and visitors convenient transportation.

Richmond Heights needs dedicated transportation lanes, like express lanes specific to the area. However, major roads and highways, such as South Dixie Highway (US 1) and Florida's Turnpike, provide connectivity to other parts of Miami-Dade County.

In terms of amenities, Richmond Heights offers various recreational spaces, including parks and community centers, where residents can engage in outdoor activities and community events.

On Friday, March 24, 2023, a windshield survey yielding the following results:

- Residential units exhibit significant signs of neglect, including boarded-up windows or shutters placed on windows
- The fences of properties are in poor condition, including broken or rusted• The borders of the sidewalks are cracked
- Driveways either fully cracked, having many potholes, or some properties don't have driveways, and there has been a continuously deteriorated path created by cars
- Properties have roofs that are starting to decay or noticeably have repairs that need to be or are in the process of being done

Below are images highlighting some of the issues listed above.

Richmond Heights



Richmond Heights



Figure 39: South Miami TUA



South Miami Site Summary

South Miami, Florida, is a vibrant city that blends residential and commercial elements. As a mix of a bedroom community and a commercial hub, such characterization is the basis of where residents live and work in the town.

South Miami features several commercial districts that contribute to its lively atmosphere. The main commercial areas include Sunset Drive (South Miami's downtown), Red Road (U.S. 1), and the Shops at Sunset Place. These districts offer diverse commerce, including retail stores, boutiques, restaurants, cafes, art galleries, and professional services.

The condition of buildings of businesses in South Miami varies. Some buildings are well-maintained and modern, while others may have a more historical charm.

Public transportation options in South Miami include Miami-Dade Transit buses and the South Miami Metrorail station. These modes provide connections within the city and other parts of Miami-Dade County, offering residents and visitors convenient ways to commute and explore the area.

South Miami needs dedicated transportation lanes, like express lanes specific to the city. However, major roads and highways, such as Red Road (U.S. 1) and the Palmetto Expressway (SR 826), provide connectivity to other parts of Miami-Dade County.

In terms of amenities, South Miami offers a wide range of options. The city has numerous parks, recreational facilities, and green spaces for outdoor activities. Cultural centers, art galleries, and theaters provide opportunities for artistic and cultural experiences. The Shops at Sunset Place and other retail areas offer shopping and entertainment options for residents and visitors alike.

In summary, South Miami, Florida is a dynamic city with a mix of residential and commercial elements. It features several commercial districts that offer diverse commerce. Public transportation options include buses and the Metrorail station. There are no dedicated transportation lanes like express lanes specific to South Miami. The primary infrastructure includes well-maintained roads and utilities. Amenities in South Miami encompass parks, recreational facilities, cultural centers, shopping areas, and entertainment venues that enhance the quality of life for residents and contribute to a vibrant community atmosphere.

A windshield survey conducted on Thursday, March 2, 2023, yielded the following general conditions:

- The wooden houses are exhibiting signs of significant decay, and the structural stability of these buildings is questionable.
- Street and landscape areas near sidewalks are exhibiting multiple potholes

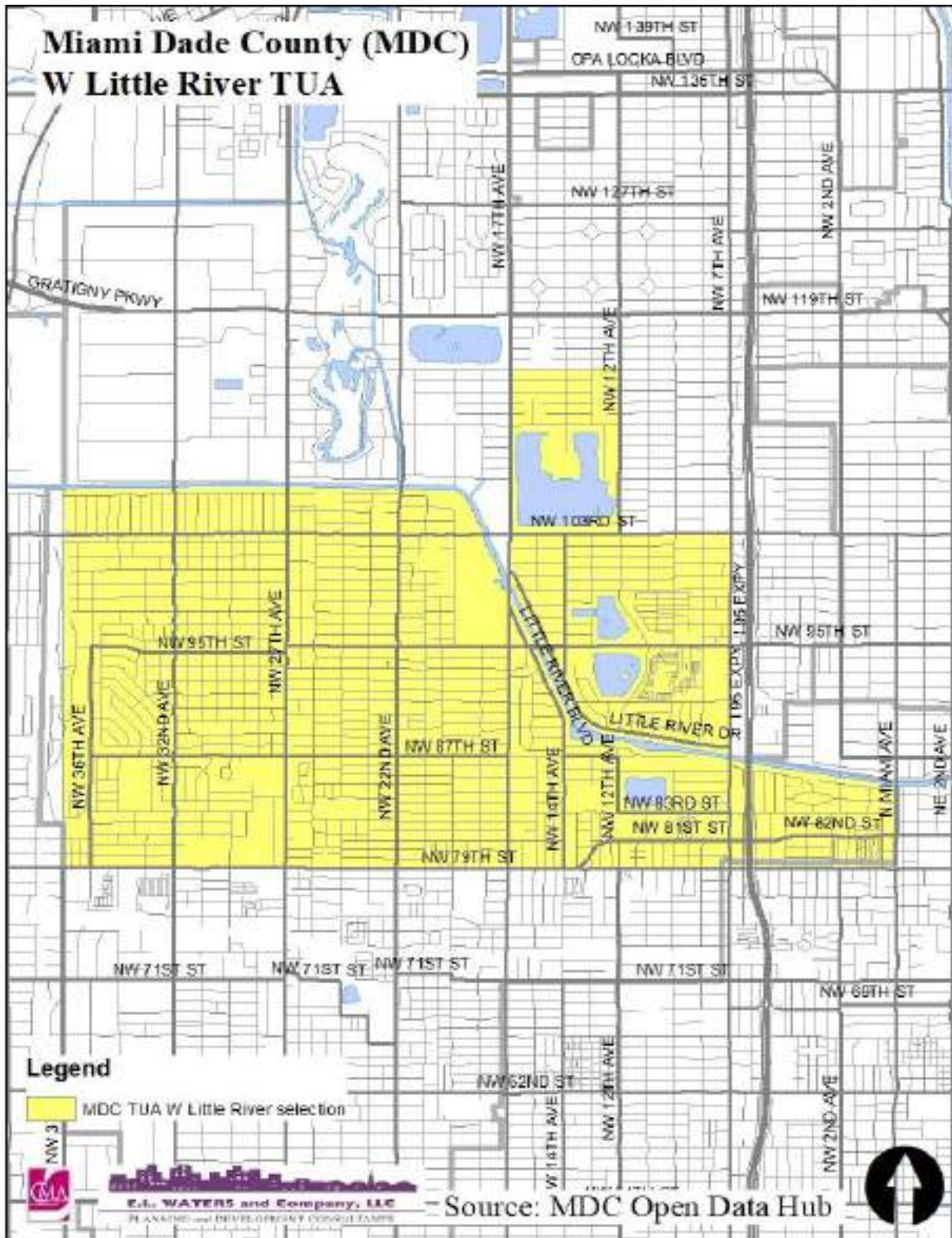
- Several apartments and houses appear abandoned, with boarded-up windows and doors
- Some apartment walls are suffering from severe paint delamination and peeling
- The electrical wiring within many apartments is poorly installed, with visible wires wrapping around the outside of buildings
- The fences surrounding the properties could be better maintained, with many broken, rusted, or falling apart, posing security and safety risks.
- Sidewalks cluttered with trash.
- The sidewalks and tree protection borders exhibit significant cracking
- Missing covers from car canopy

Below are images highlighting some of the issues listed above.

South Miami



Figure 40: West Little River TUA



West Little River Site Summary

West Little River is a residential community with some commercial activity. Also characterized as a predominantly bedroom community, where residents primarily live and commute to work in nearby areas, West Little River does not have distinct commercial districts. It features a mix of businesses catering to the local community's needs. These businesses may include local shops, convenience stores, restaurants, and professional services. The commercial activity in West Little River is more modest compared to larger urban centers.

The condition of business buildings varies. Some buildings are well-maintained, while others require improvements or renovations. Public transportation options in West Little River are available through the Miami-Dade Transit Bus System. These buses provide connections within the community and to other parts of Miami-Dade County, offering residents and visitors convenient transportation.

West Little River has yet to have dedicated transportation lanes like express lanes specific to the area. However, major roads and highways, such as N.W. 27th Avenue and N.W. 79th Street, provide connectivity to other parts of Miami-Dade County.

A windshield survey conducted on Thursday, March 16, 2023, provides for the following general conditions:

- Many broken and rusty chain-link fences, low concrete walls, and wooden fencing
- Deteriorating siding, paint, canopies, and in some cases, roofing
- Some houses lack driveways• Some homes are abandoned entirely.
- Piles of yard trash/demolition and remodeling waste was evident in several areas.

Below are images highlighting some of the issues listed above.

West Little River



West Little River



Figure 41: Naranja TUA



Naranja Site Summary

Naranja, Florida, is primarily a residential area with some commercial activity. Naranja is predominantly another bedroom community, where residents mostly live and commute to work in nearby areas.

Similar to West Little River, Naranja does not have distinct commercial districts. However, neighboring areas such as Homestead and Florida City offer access to retail amenities, including shopping centers, restaurants, and service-oriented businesses.

The types of commerce in Naranja include small local businesses catering to the community's needs. These businesses include convenience stores, local shops, restaurants, and professional services. The commercial activity in Naranja is more modest compared to larger urban centers.

Public transportation options in Naranja are available through Miami-Dade Transit buses. These buses provide connections within the community and to other parts of Miami-Dade County, offering residents and visitors convenient transportation. Naranja needs dedicated transportation lanes like express lanes specific to the area. However, major highways and roads, such as U.S. Route 1 and the Florida Turnpike, provide connectivity to other parts of Miami-Dade County.

On Tuesday, March 28, 2023, a windshield survey provided the following general conditions and areas of concern:

- Mostly single-family housing
- Some multi-family housing that were abandoned
- A lot of unkept residential properties
- Some abandoned residential properties
- Poor structural conditions for some residential properties
- A lot of trash on streets, sidewalks, and empty lots
- Unkept empty lots

Below are images highlighting some of the issues listed above:

Naranja

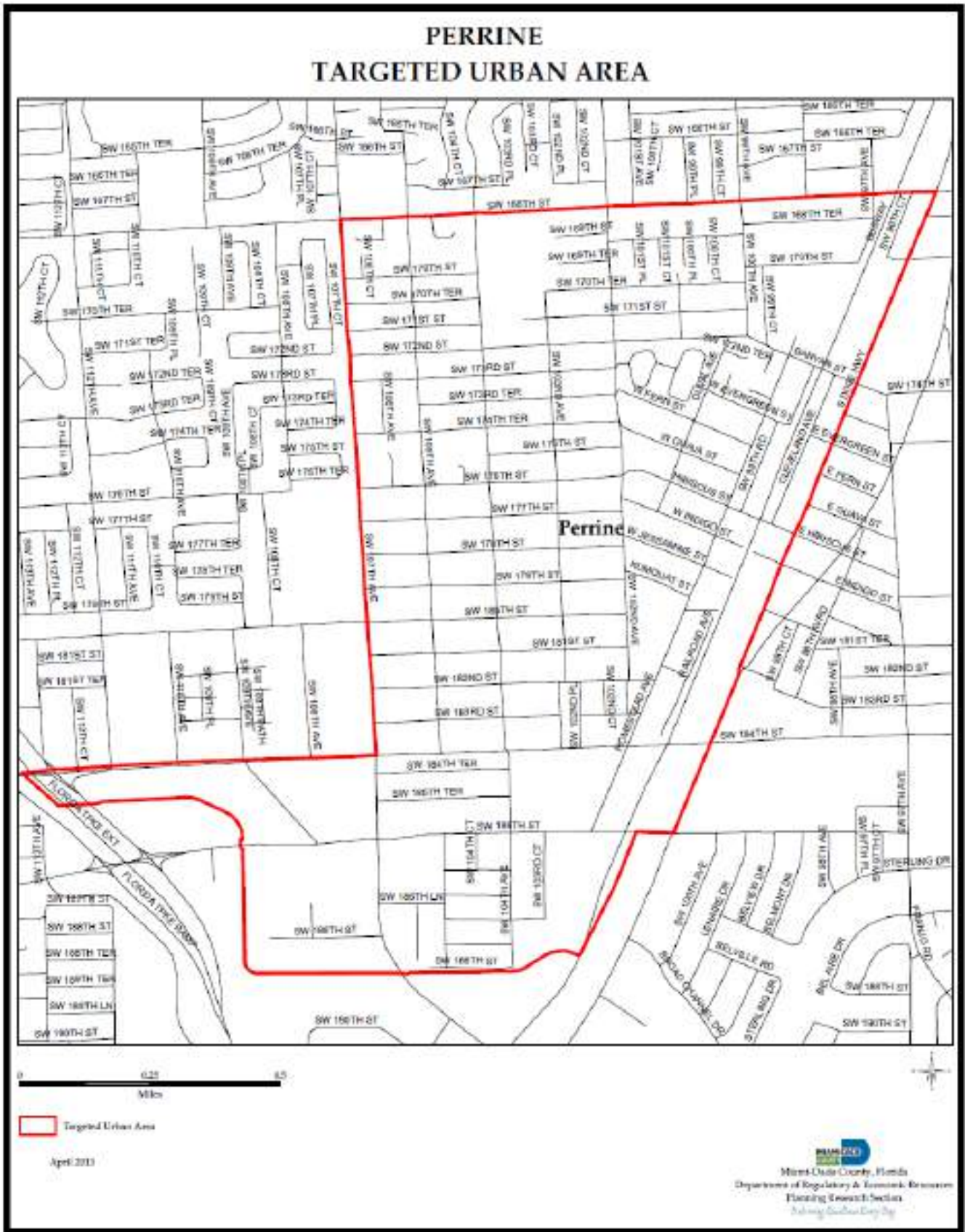


Naranja





Figure 42: Perrine TUA



West Perrine Site Summary

West Perrine is a suburban community in Miami-Dade County with a predominantly residential area and some commercial activity.

West Perrine lacks a formal commercial district but features a mix of businesses catering to the local community. These businesses include small local shops, convenience stores, restaurants, and professional services. The commercial activity in Perrine is more modest compared to larger urban centers.

The condition of buildings varies from well-maintained to showing signs of neglect and needing repair. The architectural styles and building conditions reflect various eras and influences.

Public transportation options in Perrine are available through Miami-Dade Transit buses. These buses provide connections within the city and to other parts of Miami-Dade County, offering residents and visitors convenient transportation.

Perrine has no dedicated transportation lanes like express lanes specific to the area. However, major roads and highways, such as the South Dixie Highway (U.S. 1), provide connectivity to other parts of Miami-Dade County.

As with the other areas of review, the team did an environmental scan on Tuesday, March 28, 2023, with the following observations:

- Mostly single-family housing
 - Some multi-family housing vacant
 - Some unkept commercial
 - Some new multi-family housing construction
 - Broken and rusty chain-link fences
 - Some unkept residential and commercial properties
 - Some abandoned residential properties
- Poor structural conditions for some residential properties
- A lot of trash on streets, sidewalks, and empty lots
- Unkept empty lots
- Missing and overgrown sidewalks

Below are images highlighting some of the issues listed above.

West Perrine

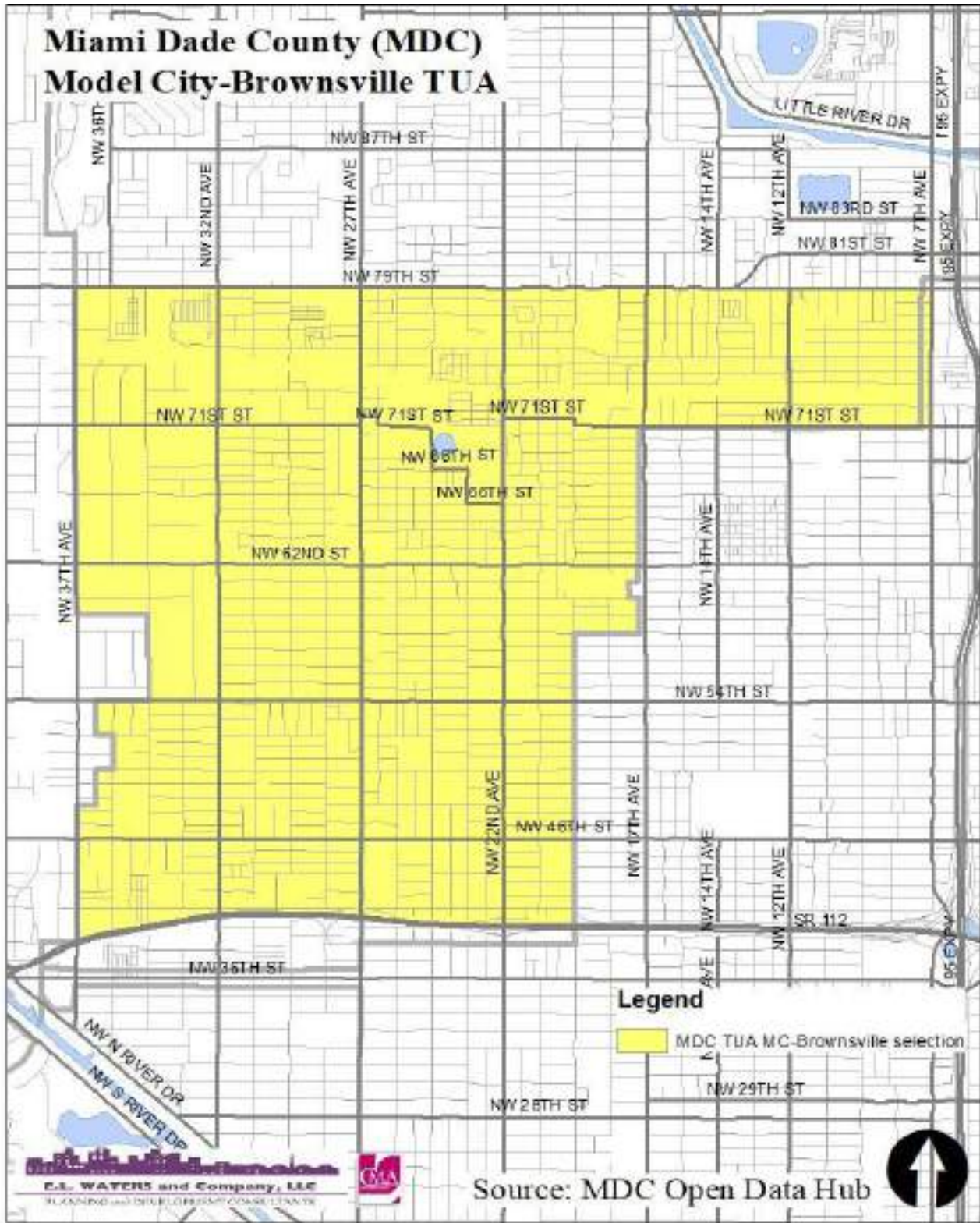




West Perrine



Figure 43: Model City - Brownsville TUA



Model City- Brownsville Site Summary

Model City/Brownsville, Florida, is a neighborhood located in the city of Miami. It is primarily a residential area with some commercial activity. While it is not considered a central commercial hub, a few commercial districts within the neighborhood serve the local community.

The types of commerce in Model City include small local businesses such as convenience stores, restaurants, and service-oriented establishments. These businesses cater to the immediate needs of the residents in the area. Model City business building conditions vary. Some buildings may be well-maintained, reflecting the dedication of local business owners, while others may require improvements or renovations. The architecture and building conditions vary across the neighborhood.

Public transportation options in Model City are available through Miami-Dade Transit buses. These buses provide connections within the neighborhood and to other parts of Miami-Dade County, offering residents and visitors convenient transportation.

Model City does not have dedicated transportation lanes like express lanes specific to the area. However, major roads and highways, such as Northwest 27th Avenue and State Road 112, provide connectivity to other parts of Miami-Dade County.

The primary infrastructure in Model City consists of well-maintained roads, sidewalks, and utilities to support the residential and commercial areas. The neighborhood also benefits from the broader infrastructure of the city of Miami, including access to healthcare facilities, schools, and other essential services.

An environmental scan on Sunday, March 12, 2023, yielded the following observations:

- There is graffiti on the walls, and numerous windows are boarded up or broken in many residential and commercial properties.
- The fences surrounding some properties could be better maintained, with many broken, rusted, or falling apart, posing security and safety risks.
- The walls of several buildings are exhibiting extensive paint delamination and peeling.
- Shopping carts and trash littered the area.
- The bus stops in the area are poorly maintained, with graffiti, deteriorating walls, and broken electrical boxes.
- Many of the homes in the area exhibit significant signs of neglect, with various elements of the structures and components in need of repair or replacement,
- The HVAC systems in the buildings are deteriorating and in disrepair.
- Boarded windows
- Broken windows

Below are images highlighting some of the issues listed above

Model City Brownsville



CMA Enterprise Incorp. in partnership with
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Model City Brownsville





Figure 44: Liberty City TUA



Liberty City Site Summary

Liberty City is a bedroom community with primarily residential neighborhoods rather than a commercial center. Residents living in the area commute to work in nearby cities. Like many of the other areas of the study, Liberty City does not have distinct commercial districts. However, neighboring sites such as Wynwood and Overtown provide access to commercial amenities, including retail stores, restaurants, and service-oriented businesses.

In terms of commerce, Liberty City has a mix of small businesses catering to the local community's needs. These businesses include neighborhood shops, convenience stores, small restaurants, and local service providers. The commercial activity in Liberty City is more modest compared to larger urban centers, focusing on meeting residents' immediate needs.

Public transportation options in Liberty City include Miami-Dade Transit buses. These buses connect within the neighborhood and to other parts of Miami-Dade County. They serve as the primary means of public transportation for residents who rely on them for commuting and accessing neighboring areas.

Liberty City needs dedicated transportation lanes, like express lanes specific to the area. However, major highways and roads, such as Interstate 95 and Northwest 7th Avenue, provide connectivity to other parts of Miami-Dade County. In terms of amenities, Liberty City offers local parks and recreational spaces where residents can engage in outdoor activities. Community centers and libraries provide additional resources for education and leisure.

Below are images highlighting some of the issues listed above.

Liberty City



On Tuesday, March 21, 2023, Liberty City's environmental scan yielded the following:

- A more significant number of abandoned and vandalized commercial along 7th Ave
- Broken and rusty chain-link fences
- Unkept and abandoned residential and commercial properties.
- Unkept and left residential.
- Poor structural conditions for some residential properties



Liberty City



Figure 45: Little Haiti TUA



Little Haiti Site Summary

Little Haiti is a culturally rich neighborhood with residential and commercial areas. It can be characterized as a community that blends residential and commercial elements, making it a unique and vibrant place to live and visit.

Little Haiti does not have distinct commercial districts. However, the main commercial activity is concentrated along the main thoroughfares, such as Northeast 2nd Avenue and Northeast 54th Street. These areas showcase a variety of businesses, including local shops, restaurants, art galleries, and cultural centers. The types of commerce in Little Haiti reflect the neighborhood's rich Haitian heritage and multicultural influence. You can find businesses offering Caribbean cuisine, Haitian art and crafts, music stores, and community services. The area also embraces entrepreneurship and creativity, with many startups, artistic initiatives, and small-scale businesses. Little Haiti business building conditions vary. Some buildings have a historical charm, showcasing architectural character and reflecting the Haitian cultural heritage of the neighborhood. Others are revitalized or renovated to accommodate modern businesses.

Public transportation options in Little Haiti are available through Miami-Dade Transit buses. These buses connect within the neighborhood and to other parts of Miami-Dade County. They serve as a convenient means of transportation for residents and visitors. Little Haiti does not have dedicated transportation lanes like express lanes specific to the area. However, major roads and highways, such as Interstate 95, Northeast 2nd Avenue, N.W. 54th Street, and State Road 112, provide connectivity to other parts of Miami-Dade County.

The neighborhood prioritizes preserving its cultural identity and history with efforts to enhance public spaces, art installations, and community-driven initiatives. In terms of amenities, Little Haiti offers a unique blend of cultural and recreational opportunities. The neighborhood is known for its vibrant art scene, with galleries showcasing contemporary and Haitian art. The Little Haiti Cultural Center and local organizations provide resources and services for residents. Little Haiti also hosts cultural events, festivals, and markets celebrating Haitian culture and diversity.

Below are images highlighting some of the issues listed above:

Little Haiti

The windshield survey conducted on Sunday, March 12, 2023, with the following general and adverse conditions observed:

- Mostly abandoned and vandalized commercial properties located along 7th Ave
- A good mix of Multi-family and single-family housing
- There was a mix of unkept and abandoned residential and commercial properties. Poor structural conditions for some residential properties.



Little Haiti



Little Haiti



Little Haiti Cultural Center

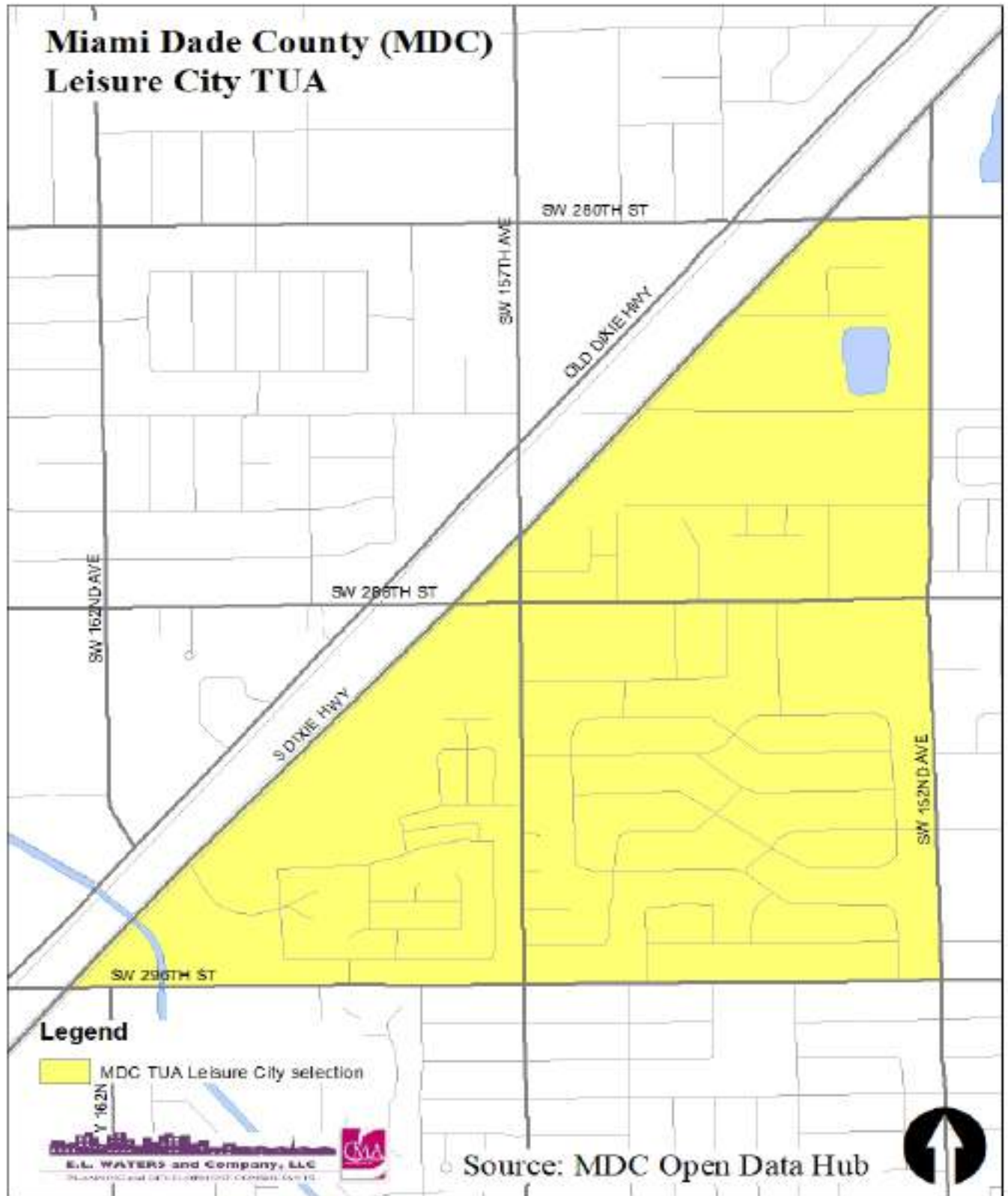


Miami Edison Senior High School



Design and Architecture Senior High School (DASH)

Figure 46: Leisure City TUA



Leisure City Site Summary

Leisure City is another bedroom community, with residents primarily living in the area and commuting to work in nearby cities. Leisure City does not have distinct commercial districts. However, the neighboring areas of Southland Mall and Homestead Town Center provide convenient access to various retail amenities such as shopping centers, restaurants, and entertainment options.

In terms of commerce, Leisure City has a mix of small businesses and services that cater to the local community's needs. These businesses include local shops, convenience stores, restaurants, and professional services. While the commercial activity is more modest compared to larger urban centers, it provides essential goods and services for residents. Varying conditions of buildings of businesses in Leisure City exist. As a primarily residential area, commercial buildings might be less prominent and more minor in scale compared to retail spaces in larger cities.

Public transportation options in Leisure City are available through Miami-Dade Transit buses. These buses provide connections within the city and other parts of Miami-Dade County. They offer convenient transportation for residents who prefer not to use private vehicles.

Leisure City does not have dedicated transportation lanes like express lanes specific to the area. However, major highways and roads, such as the Florida Turnpike and U.S. Route 1, provide accessibility and connect Leisure City to other cities and regions.

Regarding amenities, Leisure City offers various parks and recreational spaces where residents can engage in outdoor activities and leisure pursuits. Additionally, the neighboring areas provide access to shopping centers, restaurants, and entertainment options, offering residents a broader range of amenities.

The following general and adverse conditions during the windshield survey of Saturday, March 25, 2023:

- Deteriorating walls of some of the apartment complexes
- Sidewalks that lead to nowhere with cracks and lifted areas
- Dead ends and several regions used as dumping sites for trash
- Poorly maintained signage and fences have fallen or broken
- Some residential units exhibit significant signs of neglect, including boarded-up windows or shutters placed on windows
- Some driveways are either fully cracked, have many potholes, or some properties need driveways, and there has been a continuously deteriorated path created by cars.

Below are images highlighting some of the issues listed above:



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Leisure City K-8

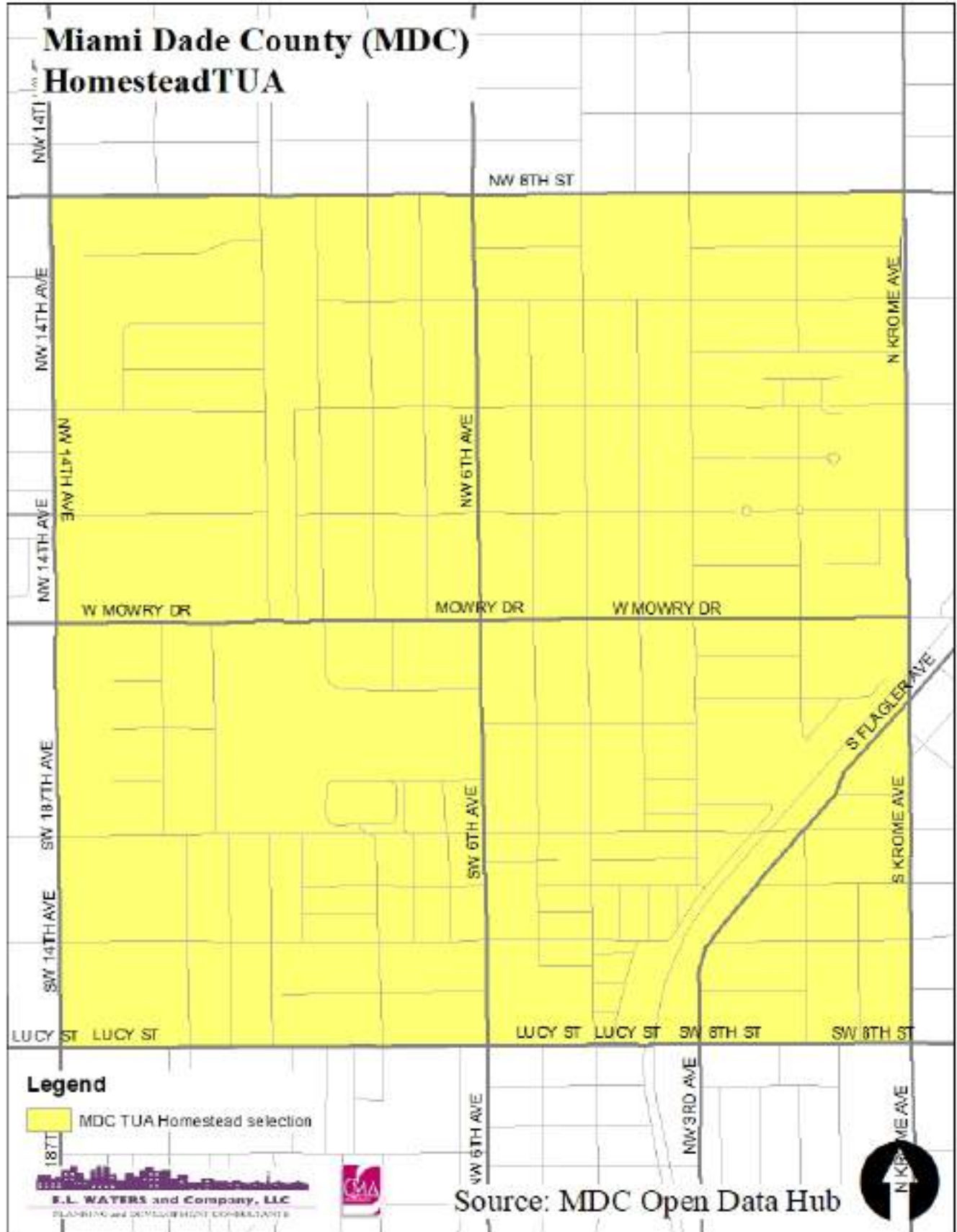


Live Like Bella Park



Palm Land Park

Figure 47: Homestead TUA



Homestead Site Summary

Homestead, is a diverse city with a mix of residential and commercial areas. It can be characterized as both a bedroom community and a commercial center, offering a range of amenities and services to residents and visitors alike.

Homestead features several commercial districts that contribute to its economic activity. One notable commercial district is the Homestead Town Center, a central shopping, dining, and entertainment hub. This district has various retail stores, restaurants, and theaters, creating a vibrant commercial atmosphere.

Additionally, other smaller commercial areas are scattered throughout the city, providing a diverse range of businesses and services. The types of commerce in Homestead are varied, catering to the needs of the local community and beyond. You can find a mix of small local businesses, national retail chains, restaurants, and professional services. The city's proximity to agricultural areas also contributes to the presence of farmers' markets and agricultural-related commerce. The Homestead business buildings' conditions range from modern and well-maintained to more historic structures. The city has experienced growth and development, resulting in various architectural styles. While some areas showcase newer commercial buildings, others retain a historical charm, particularly downtown.

Public transportation options in Homestead are available through Miami-Dade Transit buses. These buses provide connections within Homestead and to other parts of Miami-Dade County. Additionally, the South Miami-Dade Busway, a dedicated bus rapid transit corridor, serves Homestead, offering commuters a more efficient transportation option. Homestead has no dedicated transportation lanes like express lanes specific to the area. However, major highways and roads, such as the Florida Turnpike and U.S. Route 1, provide accessibility and connect Homestead to other cities and regions.

The primary infrastructure in Homestead consists of well-maintained roads, sidewalks, and utilities to support the residential and commercial areas. Given its proximity to agricultural lands, the city also prioritizes its agricultural infrastructure with irrigation systems and supporting facilities.

Homestead offers a range of amenities to cater to its residents and visitors' needs and interests. The city is known for its outdoor recreational opportunities, including parks, nature preserves, and the nearby Everglades National Park. Homestead also hosts community events, festivals, and farmer's markets, showcasing local culture and produce. In terms of education, the city has schools, libraries, and community centers to support learning and community engagement.

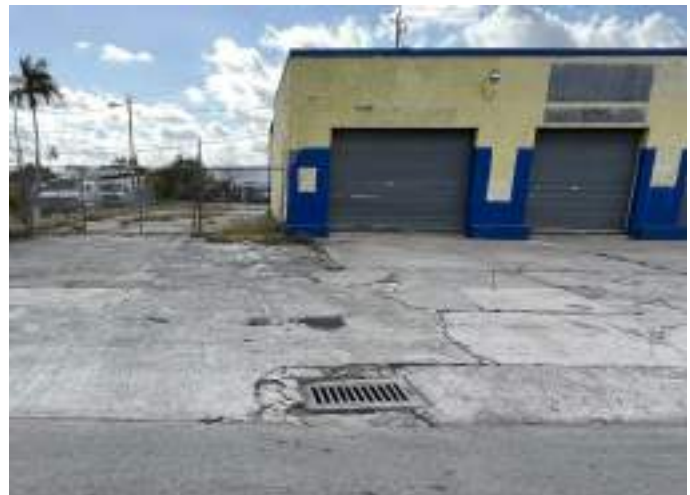
Homestead's windshield survey on Saturday, April 1, 2023, provided the following general and adverse conditions:

- Some residential units exhibit significant signs of neglect, including boarded-up windows or shutters placed on windows.
- Some fences of properties are in poor condition, including broken or rusted. The borders of the sidewalks cracked.
- Many potholes collect water puddles.
- Abandoned shopping carts and litter are prevalent on the sidewalks. Poorly maintained signage has fallen or been broken/snapped.
- Unfinished construction litters the sides of roads with the potential to cause many hazards.
- Some driveways/sides of main roads are either fully cracked, having many potholes, or some property driveways are just driven over grass, creating continuous deteriorated paths created by cars.

Below are images highlighting some of the issues listed above:



SW Homestead



SW Homestead



Chambers High School



City Hall



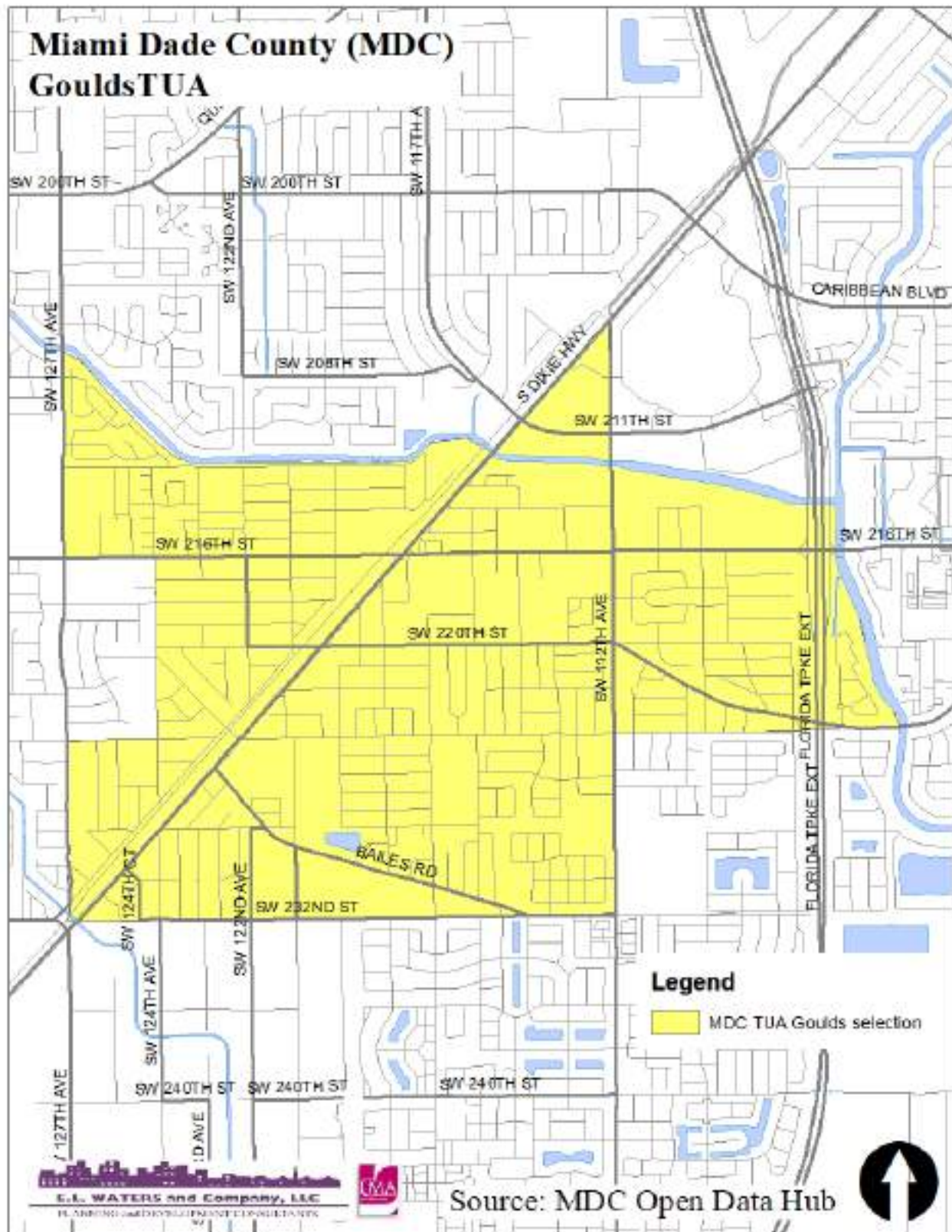
Harris Field Park



Miami Dade College

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Figure 48: Goulds TUA



Goulds Site Summary

Goulds, located in Florida, is primarily known as a residential community rather than a commercial hub. It exhibits the characteristics of a bedroom community, where residents primarily live and commute to work in nearby areas.

While Goulds is mainly a residential area, it does have a few small commercial districts that cater to the needs of the local community. These commercial districts consist of local businesses such as convenience stores, small shops, and eateries, providing essential goods and services to the residents.

The types of commerce in Goulds are predominantly small-scale businesses that serve the immediate neighborhood. You can find local stores, restaurants, and services catering to the daily needs of the residents. However, larger commercial establishments and major retail chains are relatively scarce in the area.

Public transportation options in Goulds are limited compared to more densely populated areas. While there may be bus routes available, the frequency and coverage may not be as extensive as in larger cities. Residents primarily rely on private vehicles for commuting and accessing neighboring communities.

Goulds does not have dedicated transportation lanes like express lanes specific to the area. The primary transportation infrastructure in the community consists of local roads and highways that connect Goulds to nearby cities and towns.

As a primarily residential community, the amenities in Goulds cater more to the needs of residents. There are parks, playgrounds, and recreational facilities available for outdoor activities. Local schools, community centers, and libraries provide essential services for education and community engagement. However, the range of amenities may be more limited compared to larger urban areas with a more diverse commercial presence.

Goulds

A windshield survey was conducted on Thursday, March 24, 2023. The following general and adverse conditions were observed:

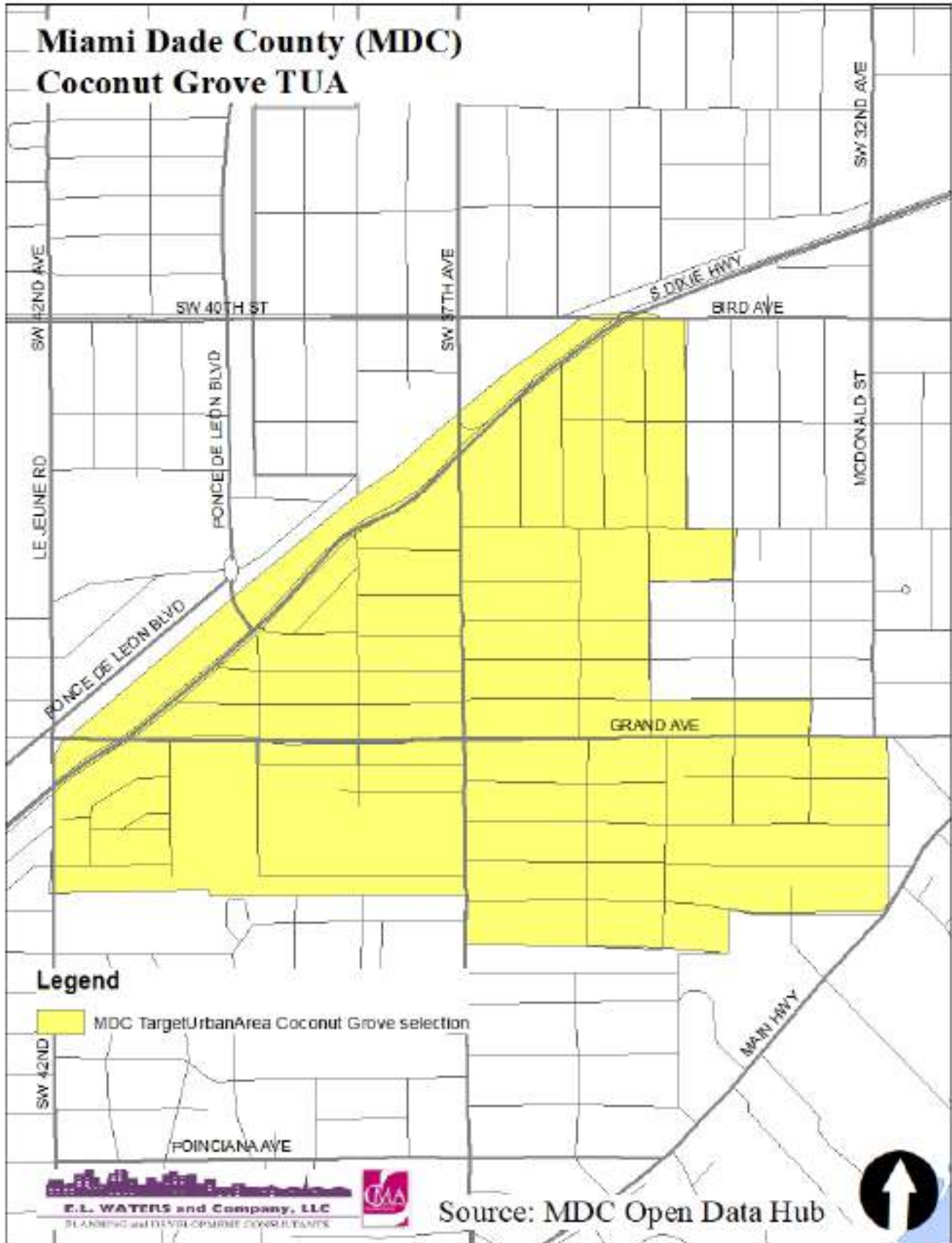
- Abandoned shopping carts and litter can be found on the sidewalks
- Some signage has fallen or been broken/snapped
- Construction that has not been finished along the sides of roads could cause many hazards
- Noticeable holes in the frontage of buildings
- Residential units exhibit significant signs of neglect, including boarded-up windows or shutters placed on windows
- Vacant parcels not kept up
- Fences around the area broken

Below are images highlighting some of the issues listed above:





Figure 49: Coconut Grove TUA



Coconut Grove Site Summary

Coconut Grove, Florida, is a vibrant neighborhood with a mix of residential and commercial areas. While it has a predominantly residential character, it also offers a range of commercial districts that contribute to its lively atmosphere.

The neighborhood is home to several commercial districts, including Coco Walk, which serves as a popular shopping and entertainment hub. Coco Walk features a variety of retail stores, restaurants, cafes, and a movie theater, making it a focal point for both locals and visitors. In addition to Coco Walk, there are other commercial areas scattered throughout Coconut Grove, offering a diverse range of businesses and services.

The condition of buildings where businesses are located in Coconut Grove varies. Some areas showcase modern, well-maintained structures, while others retain a more historic charm with architectural character. The neighborhood embraces a blend of architectural styles, from contemporary designs to Mediterranean-inspired buildings.

Public transportation options in Coconut Grove are readily available. The area is serviced by Miami-Dade Transit buses, which provide connections to other parts of Miami and neighboring communities. Additionally, the Metrorail, a rapid transit system, has a station located in the nearby area of Douglas Road, offering further transportation convenience to residents and visitors.

While there are no dedicated transportation lanes like express lanes specific to Coconut Grove, the neighborhood benefits from the extensive transportation network within Miami-Dade County. This network includes major highways and roads, facilitating easy access to other parts of the city.

The primary infrastructure in Coconut Grove consists of well-maintained roads, sidewalks, and utilities to support the residential and commercial areas. The neighborhood is known for its lush vegetation, with tree-lined streets and green spaces creating a pleasant environment. Coconut Grove offers a range of amenities to cater to the needs and interests of its residents and visitors. The neighborhood boasts numerous parks and waterfront areas, providing opportunities for outdoor activities and relaxation. Additionally, there are art galleries, cultural centers, and theaters, showcasing the vibrant arts scene in the area. The neighborhood also hosts various community events and festivals throughout the year, adding to its lively and engaging atmosphere. some of the issues listed above:

Overall, Coconut Grove combines its residential charm with a thriving commercial presence. With its diverse mix of businesses, accessible transportation options, well-maintained infrastructure, and abundance of amenities, Coconut Grove offers a desirable and dynamic living environment.

A windshield survey was conducted on Thursday, March 2, 2023. The following general and adverse conditions were observed:

- The roofing materials on a significant number of buildings are deteriorating.
- There is graffiti on a lot of existing walls.
- Evidence of broken and boarded-up windows was common.
- Numerous broken sidewalks in the area were observed.
- Both streets and grass areas near the sidewalk exhibit multiple potholes
- Many of the homes in the area exhibit significant signs of neglect and are in a state of disrepair, with various elements of the structures and components in need of repair or replacement.
- The fences surrounding a significant number of properties are poorly maintained, with many of them broken, rusted, or falling apart, posing security and safety risks

Below are images highlighting some of the issues listed above:

Coconut Grove

Overall, Coconut Grove combines its residential charm with a thriving commercial presence. With its diverse mix of businesses, accessible transportation options, well-maintained infrastructure, and abundance of amenities, Coconut Grove offers a desirable and dynamic living environment.

A windshield survey was conducted on Thursday, March 2, 2023. The following general and adverse conditions were observed:

- The roofing materials on a significant number of buildings are deteriorating.
- There is graffiti on a lot of existing walls.
- Evidence of broken and boarded-up windows was common.
- Numerous broken sidewalks in the area were observed.
- Both streets and grass areas near the sidewalk exhibit multiple potholes
- Many of the homes in the area exhibit significant signs of neglect and are in a state of disrepair, with various elements of the structures and components in need of repair or replacement.
- The fences surrounding a significant number of properties are poorly maintained, with many of them broken, rusted, or falling apart, posing security and safety risks

Below are images highlighting some of the issues listed above:





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Ambrister Park



Gibson Plaza Apartments



George Washington Carver Elementary School



Verrick Branch Library

TUA Corridors

The CMA/ELW Team conducted TUA drive throughs in an effort to understand the conditions of the areas noted. This also included the corridors that would typically be looked to as commercial and/or industrial areas in the county.

The areas examined were...

NW 183rd Street

NW 7th Avenue Corridor

NW 27th Avenue Corridor

NW Biscayne Blvd District

West Dixie HWY

TUA Corridors

Figure 50: TUA Corridors

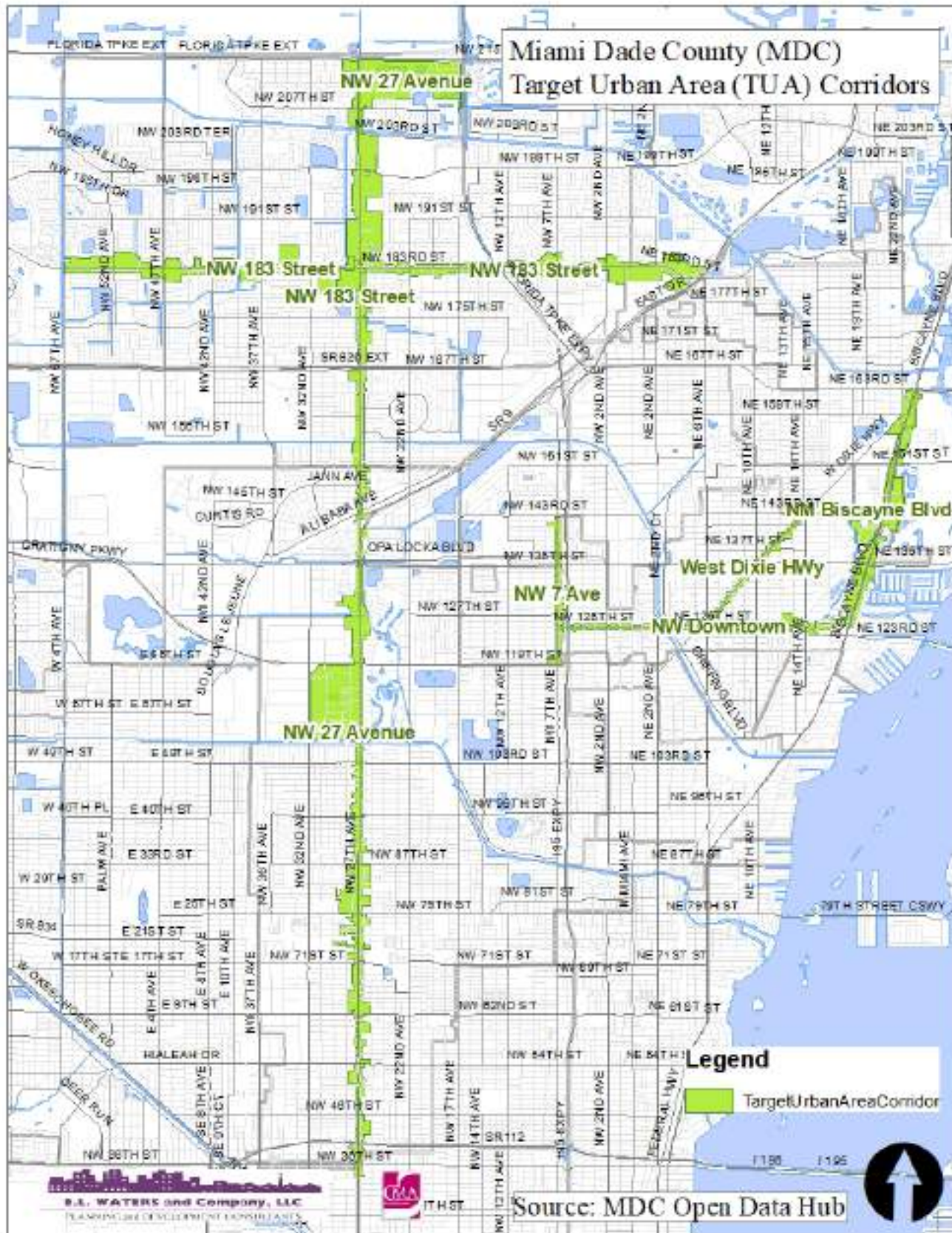
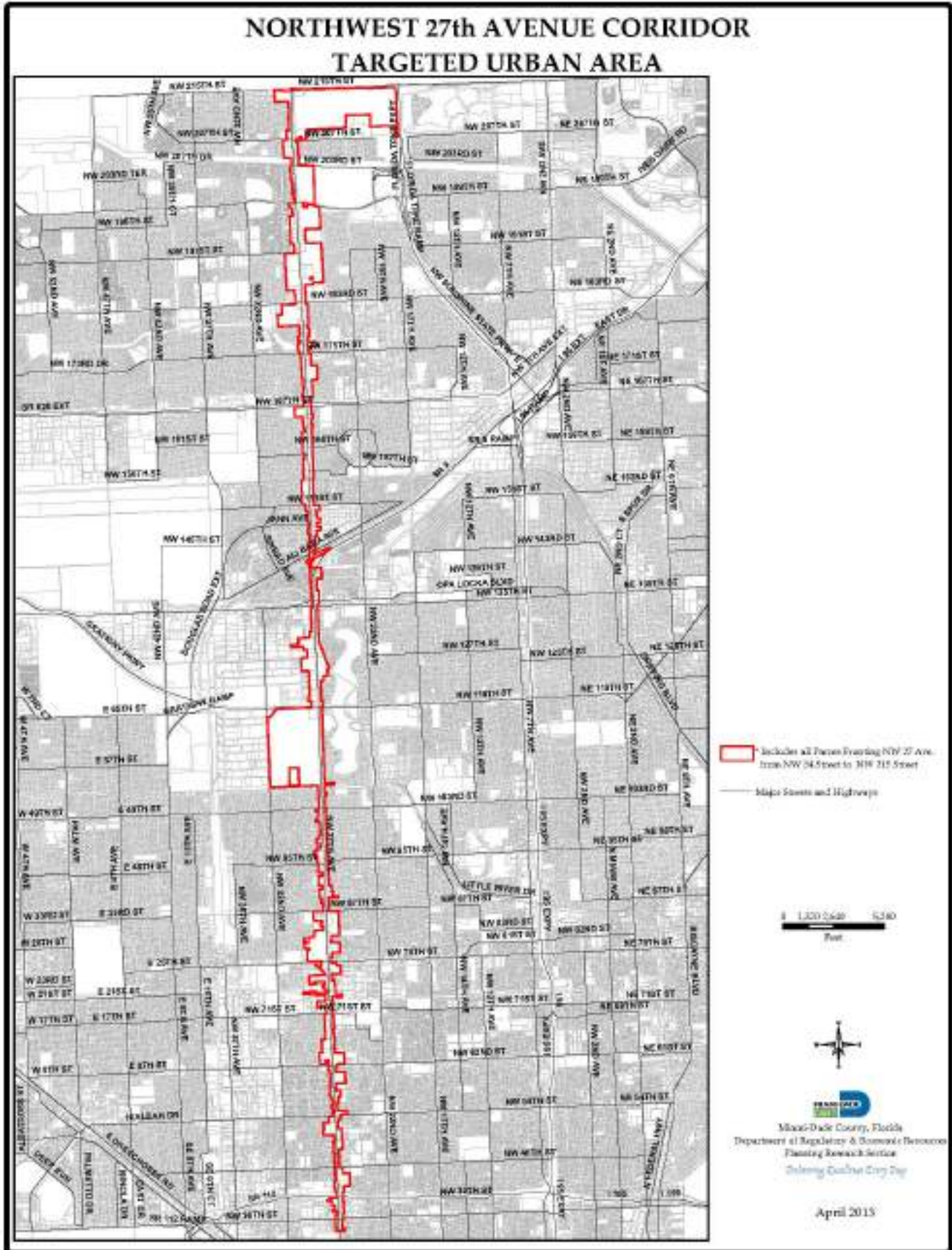


Figure 51: NW 27th Avenue TUA Corridor



NW 27th Avenue Site Summary

The area along NW 27 Avenue between NW 36 Street and NW 215 Street in Miami-Dade County, exhibits a predominantly commercial character with some residential elements. While it is primarily a commercial area, there are also residential neighborhoods nearby.

There are several commercial districts within this area, including shopping centers, plazas, and standalone businesses. These districts offer a variety of commerce, such as retail stores, restaurants, supermarkets, banks, and professional services. The commercial activity caters to the needs of both local residents and visitors.

The condition of buildings where businesses are located along NW 27 Avenue varies. Some buildings are modern, well-maintained, and in good condition, while others require renovations or improvements. Therea showcases a mix of older structures and newer developments.

Public transportation options are available along NW 27 Avenue. Miami-Dade Transit buses serve the area, providing convenient connections within the community and to other parts of Miami-Dade County. This offers residents and visitors reliable and accessible transportation.

There are no dedicated transportation lanes like express lanes specifically along NW 27 Avenue in this area. However, major roads and highways, such as NW 27 Avenue itself and nearby State Road 9, provide connectivity to other areas of Miami-Dade County.

The primary infrastructure in this area consists of well-maintained roads, sidewalks, and utilities that support both the commercial and residential areas. The infrastructure also includes access to schools, healthcare facilities, and other essential services.

In terms of amenities, this area offers a wide range of options. Shopping centers and plazas provide a variety of retail stores and dining establishments. There are also recreational facilities, parks, and greenspaces for outdoor activities. Nearby residential neighborhoods offer amenities such as schools, community centers, and access to healthcare services.

In summary, the area along NW 27 Avenue between NW 36 Street and NW 215 Street in Miami-Dade County, exhibits a predominantly commercial character. It features several commercial districts with a variety of businesses. Amenities in the area encompass shopping centers, restaurants, recreational facilities, parks, and access to essential services within nearby residential neighborhoods.

A windshield survey was conducted on Thursday, March 16, 2023. The following general conditions were observed:

- Some empty lots, commercial plazas and warehouses – with small single-family homes throughout
 - Large concrete parking with no shade or vegetation
 - Some shopping centers showing signs of disrepair – deteriorating siding, paint, signage, canopies, and in some cases, roofing
 - Some houses lack driveways – park on the grass, and gravel generating dust.

Below are images highlighting some of the issues listed above.

NW 27th Avenue



79th Street Mall

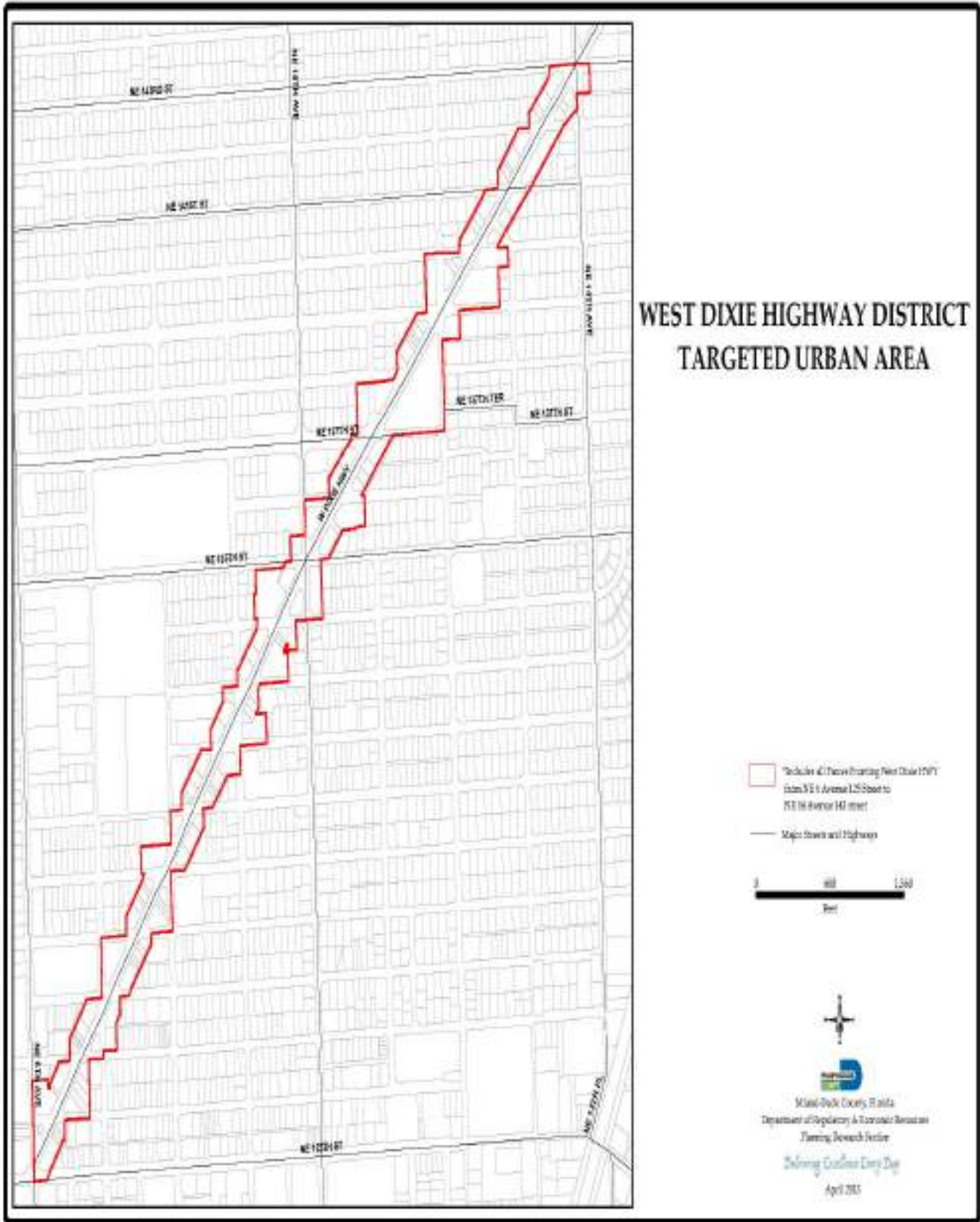


Baptist Health Training Complex





Figure 52: West Dixie Highway TUA Corridor



West Dixie Hwy Site Summary

The area along West Dixie Highway in Miami-Dade County, Florida, from NE 125th Street to NE 143rd Street, exhibits a mix of residential and commercial elements. While primarily a residential area, there are also commercial districts along this stretch.

The area features a variety of businesses catering to the local community. These businesses include retail stores, restaurants, cafes, convenience stores, and professional services. The condition of buildings where businesses are located along West Dixie Highway vary. The architectural styles and building conditions reflect a mix of different eras and influences. Public transportation options along West Dixie Highway are available through Miami-Dade Transit buses. These buses provide connections within the community and to other parts of Miami-Dade County, offering residents and visitors a convenient means of transportation. There are no dedicated transportation lanes like express lanes specific to this area of West Dixie Highway. However, the road itself provides connectivity to other areas of Miami-Dade County.

The primary infrastructure along West Dixie Highway consists of well-maintained roads, sidewalks, and utilities that support both the residential and commercial areas. The area benefits from the broader infrastructure of Miami-Dade County, including access to schools, healthcare facilities, and other essential services.

In terms of amenities, the area along West Dixie Highway offers various options. Residents and visitors can find parks, recreational spaces, and green areas for outdoor activities. There are also local shops, restaurants, and entertainment venues that provide convenience and leisure opportunities.

A windshield survey was conducted on Tuesday, March 21, 2023. The following general conditions were observed:

- Unkempt and Empty lots with trash
- Broken and rusty chain-link fences
- Poorly maintained commercial properties
- Some abandoned commercial structures
- Broken sidewalks and curbs

Below are images highlighting some of the issues listed above:

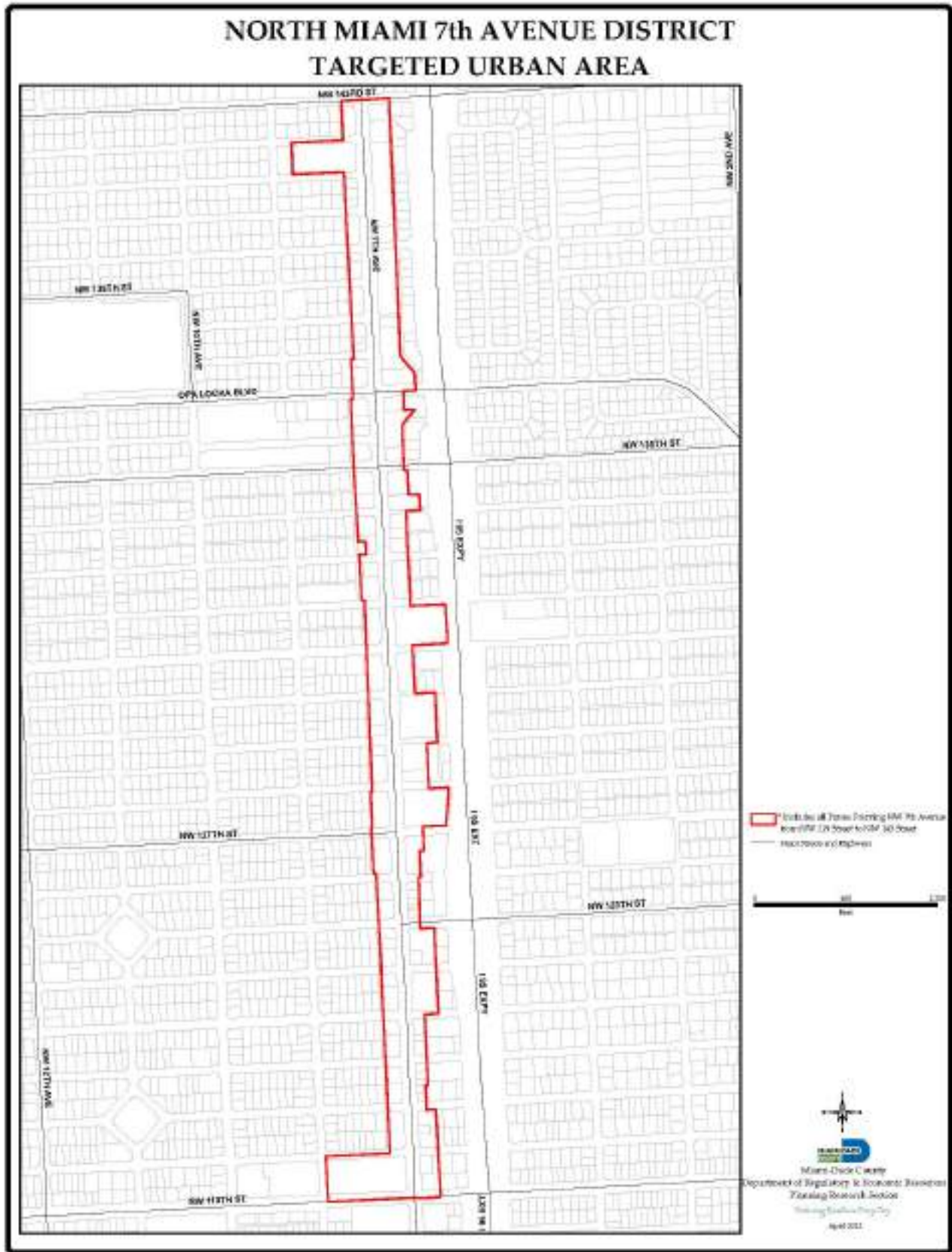
West Dixie Hwy





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Figure 53: North Miami 7th Avenue TUA Corridor



CMA Enterprise Incorporated in partnership with
E.L. Waters and Company LLC

North Miami Site Summary

North Miami, specifically along NW 7th Avenue, is a diverse area that combines both residential and commercial elements. While it is primarily a residential community, there are commercial districts along NW 7th Avenue that contribute to the area's economic activity.

NW 7th Avenue in North Miami does not have distinct commercial districts, but it features a mix of businesses, including retail stores, restaurants, professional services, and local shops. These businesses cater to the needs of the local community and contribute to the commercial vitality of the area.

There are no dedicated transportation lanes like express lanes specific to NW 7th Avenue in North Miami. However, major roads and highways, such as NW 7th Avenue itself and nearby major thoroughfares, provide connectivity to other parts of the city and neighboring areas.

In terms of amenities, NW 7th Avenue in North Miami offers a range of options. Residents and visitors can find parks, community centers, and recreational spaces for outdoor activities. There may also be local shops, restaurants, and entertainment venues that provide convenience and leisure opportunities.

A windshield survey was conducted on Saturday, March 11, 2023. The following adverse conditions were observed:

- Some streets and parking areas exhibit multiple potholes and severe concrete cracking.
- Some fences surrounding the properties are poorly maintained, with many of them broken, rusted, or falling apart, posing security and safety risks.
- Evidence of graffiti on a lot of walls, and several windows are boarded up or broken.
- Tree roots are breaking through multiple sidewalks.
- The borders of many sidewalks are cracked.

Below are images highlighting some of the issues listed above:

North Miami 7th Avenue





CMA Enterprise Incorporated in partnership with
E.L. Waters and Company LLC



7th Avenue Flea Market



Chase Bank



Dollar General

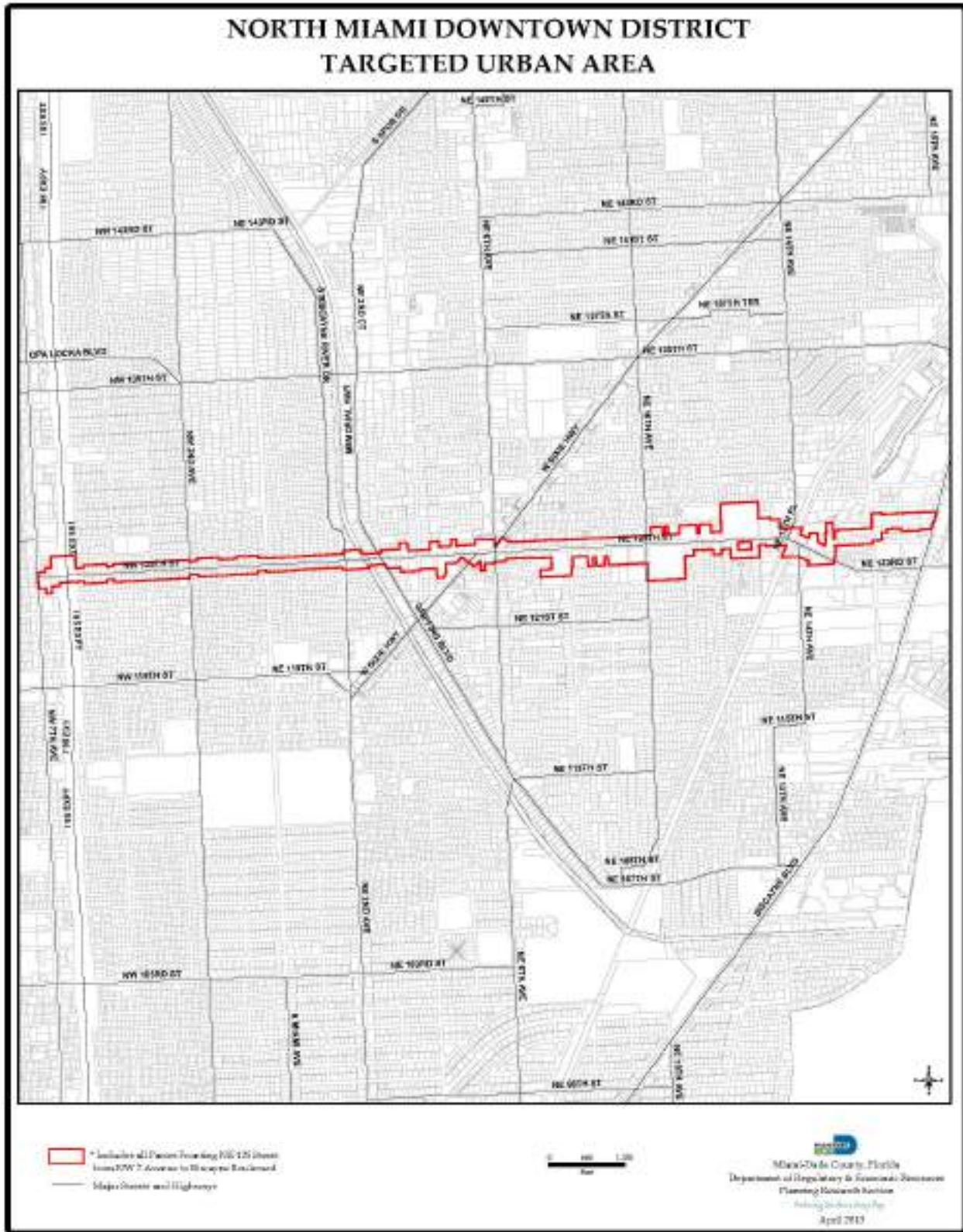


7/11



WMBM Radio Station

Figure 54: North Miami Downtown TUA Corridor



North Miami Biscayne Blvd. Site Summary

North Miami, specifically along Biscayne Blvd, is a vibrant area that blends both residential and commercial elements. It can be characterized as a mixed-use community with a significant commercial presence.

Biscayne Blvd in North Miami is a major commercial corridor that hosts several commercial districts. The area offers a wide variety of businesses, including retail stores, restaurants, cafes, art galleries, boutiques, and professional services. This diversity of commerce contributes to the area's bustling atmosphere.

The condition of buildings where businesses are located along Biscayne Blvd can vary. Some buildings are modern and well-maintained, reflecting recent development and renovation efforts. Others have a more historical charm or architectural character, adding to the area's appeal.

Public transportation options along Biscayne Blvd in North Miami are readily available. Miami-Dade Transit buses serve the area, providing convenient connections within the community and to other parts of Miami-Dade County. This offers residents and visitors reliable and accessible transportation. There are no dedicated transportation lanes like express lanes specific to Biscayne Blvd in North Miami. However, Biscayne Blvd itself is a major thoroughfare with multiple lanes, accommodating traffic flow.

The primary infrastructure along Biscayne Blvd consists of well-maintained roads, sidewalks, and utilities that support both the residential and commercial areas. The area benefits from the broader infrastructure of North Miami, including schools, healthcare facilities, and other essential services.

In terms of amenities, Biscayne Blvd in North Miami offers a wide range of options. Residents and visitors can enjoy numerous shopping centers, restaurants, and entertainment venues. There are also parks, recreational spaces, and waterfront areas for outdoor activities. The area hosts various community events, art festivals, and cultural activities, adding to the vibrant atmosphere.

In summary, Biscayne Blvd in North Miami, Florida, is a lively area with a mix of residential and commercial elements. It features multiple commercial districts, offering diverse businesses and services. The commerce along Biscayne Blvd includes retail stores, restaurants, art galleries, and professional services.

A windshield survey was conducted on Saturday, March 11, 2023. The following represents adverse conditions that were observed:

- The fences surrounding some properties are in poor condition, with many of them broken, rusted, or falling apart.
- The borders of the sidewalks exhibit numerous cracks.
- Some signage has fallen or been broken/snapped.
- There is graffiti on signage, electrical boxes, and commercial units.
- The landscape of many properties is not maintained.
- Exposed electrical components were observed.
- Debris was evident in several areas on the sides of the road.

North Miami Biscayne Blvd.



Audi





Figure 55: Carol City (Miami Gardens TUA Corridor)







VIRTUAL FOCUS GROUPS

CMA/ELW team hosted virtual focus groups that were industry targeted. Discussions centered on the current and desired state of conditions for the following industries.

- Business and Economic development
- Community development
- Affordable Housing
- Education
- Youth Development and Retention
- Health and Wellness

Figure 57: Industry Targeted Focus Groups



The sessions held were structured in a loosely structured dialogue that A summary of the discussions are provided and are consistent with those posed in the in-person sessions. The virtual sessions were designed to reach practitioners who serve residents, business owners and other interested parties in the MDEAT assigned TUAs and county at large.

For the reader's benefit, inquiries are below.

- What disparities are you experiencing/ witnessing in the Communities/Organizations that you serve?
- What disparities are you experiencing in your own organization/community?
- Youth Voices: Needs Wants and Desires on what is important to an enhanced quality of life.
- What can you do to own the Transformation from Inequality to Sustainability?

Business and Economic Development

Black owned businesses accounted for approximately 11% of all businesses compared to 9% in the U.S. When assessing employment, 96% of Black owned businesses had no employees compared to 86% of all businesses. The largest number of Black-owned businesses

The intended audience was independent businesses and those in organizations for this virtual segment. The discussion comments are noted below.

What disparities are you experiencing/witnessing in the communities that you serve?

- Readiness of businesses to do business continues to be deficient
- Being able to hire and retain employees due to the cost of living is a problem for business and industry of all sizes.
- Access to goods and services... have to go out of the community to procure what is needed for sustainability. This leads to health disparities because of processed versus naturally grown foods creating wellness dilemmas.
- Creating an actionable plan for sustainability, enhancement and empowerment. Meaning are we attracting grocers, or industry to the communities. Starting the conversation and implementing the solutions needed.
- The need for more Black-owned industry-related businesses from a vendor/supply side. Needed vendor services vary, but any vendor that can supply goods and services to hotels and event venues either as a solo proprietor or a part of a multi-organizational collaborative effort would be welcomed. This includes vendors able to provide cleaning services, bathroom supplies, special boutique and hotel store items, audio-visual and tech services, transportation options and more.
- The need for more industry specific/consumer-facing attractions or services. There is a shortage of Black-owned visitor-facing experience-based attractions in our heritage neighborhoods. For example, more museums, stores and restaurants are necessary to cater to destination visitors (local and out of town). More tour services are needed as well as those who have access to buses. Concepts similar to what has happened in "little Havana."
- Whether it is MDEAT or a partnering entity, a comprehensive digital listing of Black-owned businesses in Miami-Dade County should also be a priority.
- A need for more Black leadership in the key industry sectors from the managerial to C-suite level.

2. *What disparities are you experiencing in your own organization?*

- It is not as much as we are experiencing our own internal or operational disparities – and in fact, we are quite proud of the equity and diversity of our senior management staff and director-level team as well as the overall diversity and inclusiveness of our board of directors. There is a significant room for other institutions in our industry ecosystem to expand their representation of their senior staff. Speaking of our own organization, we again are proud of our 30-year-track record of developing and awarding scholarships to students in our local colleges of hospitality, tourism, culinary and aviation programs. A disparity exists on intentional efforts to make sure these students have mentorship and apprentice-type experiences that would help nurture post-graduate placement and long-term career and skills development leading ideally to future senior-level careers.

3. *What can you do to own the transformation from inequality/disparity to sustainability?*

- Our organization has a year-round business capacity building program that focuses on growing and supporting small businesses in our heritage communities, which include Black-owned businesses. We lead workshops and serve as a conduit for information that could be beneficial to a small business as it sustains and enhances its customer base to attract visitors. While we work to elevate Black-owned businesses year-round, we also do an extra push during Black History Month, Small Business Month, August Black Business Month and during our signature summer local restaurant campaigns.
- We have provided training for individuals in our community who want to become tour guides. We did it pre-Covid and most likely will resume these training offerings soon.
- We have an education, talent and advocacy program to support and prepare the workforce pipeline for hospitality and tourism leaders.

Community Development

What disparities are you experiencing/witnessing in the communities that you serve or live?

- How is affordable housing currently being defined?
- The cost of purchasing a home has become cost prohibitive
- Rents are at levels that price low to moderate and even working-class professionals out of the buyer's market.

What disparities are you experiencing in your own organization/community?

- The shifted tax base is not always shifted when relocation situations arise. Gentrification tends to occur, and historical residents are not able to realize the economic benefit.
- The recent census stats are not truly reflecting the populations and what is actually happening on the ground in the communities.
- The historical trust factor is very low with community residents and businesses.

What can you do to own the Transformation from Inequality to Sustainability?

Discussion participants noted that better communication of the issues in the right channels is needed.

Other information / Observations/ Comments

Affordable housing" term is used by industry but means something else to the public. Affordable is not aligned with the wage structure currently in the marketplace. Miami Dade County housing inventory is limited and unaffordable, regardless of being rental or home ownership based.

Education

Educators shared a wide range of responses in terms of what is being experienced in their organizations and with the students served. Questions posed were consistent with the other sessions and responses are below.

What disparities are you experiencing /witnessing in the communities you serve?

- Financial/Economic diversion of funding to charter schools and other districts away from communities that need it most.
- Getting key stakeholders involved in advocacy
- Building the confidence of parents and teaching them how to advocate for their children.

What are the concerns of the youth in your community?

Youth residents are confused about the conditions of the environment of learning and feel left out by the current system.

What can you do to own the transformation from inequality to sustainability?

- Bringing school outreach (District Office) back to the community again.
- Empowering and educating parents, guardians and caregivers on their rights and those of their children.
- Providing a format that is conducive to how Black and Brown children learn
- Providing the empowerment that teachers need to properly teach in their classrooms and the classroom management that is needed for safe instruction for all.
- Properly pay instructional staff and create a balance of equity so that this category of professionals can have an acceptable quality of life.

Health and Wellness

This discussion crossed industry categories and revealed that it has impacted hiring, retention and being able to provide the core services offered. Again, the standard questions were posed to interviewees and their responses are below.

What disparities are you experiencing/witnessing in the communities that you serve?

- The miseducation of what mental health is in the Black and diaspora communities and that it is not a taboo.
- Better access to Human Services is needed.
- Homelessness is aggressively rising in the TUAs and especially with Seniors.
- There is a much-needed collaboration with other agencies in Miami Dade County of resources.
- With the growing need for mental and overall health services, the adequacy of capacity is a concern.

What disparities are you experiencing in your own organization/community?

Not enough PSAs (radio and community newspapers) to educate the community on services available

How is your Youth Constituency managing health and wellness issues in which they are confronted?

- Early access is needed especially in the mental health area of our youth quality of life. Mental health services are also important with dealing with bullying and gang activity.

What can you do to own the Transformation from inequality to sustainability?

There needs to be a central location to harbor all information when it comes to health and wellness for the community.



IN-PERSON LISTENING TOURS – “TRANSFORMATION 305”

Regional Listening Sessions in *Targeted Urban Areas* (TUAs)...

Table 24 – Regional Listening Sessions

Group No. and Locations	<u>TUAs</u>
1 (District 1)	Miami Gardens, Northwest 183 rd Street, Opa Locka
2 (District 2,3)	Model City – Brownsville, Northwest 7 th Ave, Northwest 27 th Avenue, West Little River,
3 (District 3,7)	Liberty City, Overtown,
4 (District 2,4)	Little Haiti, North Miami Biscayne Blvd district, West Dixie Hwy District
5 (District 7)	Coconut Grove, South Miami
6 District 8, 9	Richmond Heights, West Perrine, Goulds, Leisure City, Naranja, Princeton
7 (Districts 8,9)	Florida City, SW Homestead

Model City – Brownsville, Northwest 7th Ave, Northwest 27th Avenue, West Little River

On May 4, 2023, the CMA/ELW team Arcola Lakes Library. Approximately 16 attendees participated from the community
The session was very interactive, and attendees responded to the four (4) inquiries posed by the Facilitators as follows...

Concerns noted include...

What disparities are you experiencing/witnessing in the communities/organizations that you serve or live?

- Health assistance is needed
- Lincoln Field Apartments are in disrepair and Landlords/property managers are disrespectful
- Poor air quality in Apartments
- Rodent and mold infestation
- Residents are harassed and threatened with eviction for speaking out
- Property taxes in Pinewood are a concern due to increases
- Discrimination issues when inquiries of vacancies in apartments in the area.
- Housing issues at 6140 N 12 Avenue, a new development

What Disparities are you experiencing in your own organization/community?

- *At Liberty Square, Seniors are now sleeping in their cars. This state has been made for the past year to authorities.*
- *Little to no advertising is made for residents about new housing developments and their ability to access them.*
- *Housing disparities*
MDC CAA \$150M received in COVID funds
Liberty Square Housing has major issues

What are the concerns you that your youth have in the community? How can the concerns be addressed to improve the quality of life of youth in your community?

Our youth are in crisis and are falling behind.

The safety of our children is in need of being enhanced.

Swimming lessons are still an important safety measure to minimize vulnerability. The pools are not open on a regularly basis.

What can you do to own the Transformation from inequality to sustainability?

- Vested interest in real estate properties in the area
- Technical assistance is needed for businesses and residents
- Access to capital for businesses
- Homeless citizens need assistance

Other observations/comments

- Seniors are in fear of losing their housing (rental and owned)
- Equity in access to capital is not a level playing field
- There seems to be a moving “bar” for access to licensing and funding when it comes to real estate
- Not enough representation by people “in power.”
- New housing eliminates current residents
- Rent Control!!!! Blacks in a state of emergency. Mayor of MDC needs to hold a round table to solve our problem
- “Our Fair Share” needs to be adopted. Represents that since African Americans compromise approximately 17% of the population, then 17% of the budget should be used to improve Black communities. The plan has been presented to MDC and MDEAT. Not aware if it has passed on to OMB for accountability and consideration.

Richmond Heights, West Perrine, Goulds, Leisure City, Naranja, Princeton

This session proved to be a unique mixture of attendees. Specifically, there was a diversity of age, professions, income, etc.

Responses from attendees were consistent with the other regions and are summarized below...

What disparities are you experiencing/witnessing in the communities/organizations that you serve or live?

- Rent Rates are rising and so is the cost of everyday living.
- The Goulds community is experiencing growth but it is not affordable.
- The Cost of Education. (fees, higher education is not affordable)
- Dropout rates in High School are rising
 - Losing the feeling of care.
 - Depression is growing among youth.
 - Relationships at home are deteriorating, etc.
- Need outlets to be engaged (all ages)
 - Sports other than just football and basketball
 - Hobbies
- Urgent Care Centers/Facilities are 20 minutes away
- Access to Capital and/or Financial Assistance
 - Start-up assistance
 - Credit unions
 - Local development.

What Disparities are you experiencing in your own organization/community?

- Lack of Transitional Homes
 - Families are forced to go to shelters.
 - Need to leave communities
 - It's either a long waiting time or not available
 - Impacts students and/or families
 - They won't have transportation if relocated.
- It is difficult to find places who accept Section 8 vouchers
 - Affordable Housing
- Urgent Mental Health
 - Everything is based on where you are placed.
- Build relationships for benchmarking with cities who are similar in demographics.
- Education
 - Job training to expose students to careers.
- Homelessness
 - Enhanced advocacy; resources.

What are the concerns your that your youth have in the community? How can the concerns be addressed to improve the quality of life of youth in your community?

The response from the youth follow this summary. The Youth attendees had their own session where they could focus on their specific needs, wants and desires for a better quality of life in Miami Dade.

What can you do to own the Transformation from inequality to sustainability?

- Gun Violence is a major problem.
 - Deter this lifestyle.
- Education
 - Job Fairs are non-existent.
- Code Violations
 - Industrial trucks and equipment.
- MD Schools Spending Disparities.
 - TUAs have lower rankings.
 - Charter schools are taking money from black and brown areas.

- Education
 - VPK programs need to be in neighborhoods first.
 - Ready proficiency programs are absent.
 - Introduce students to career apps.
- Economic Literacy
 - Financial Literacy
 - Spaces for young folk
- Better Suited Infrastructure
 - Difference in maintenance in community.
 - Walking Paths.
- The Miami Dade Community is not receptive
- Incorporated vs Unincorporated Dade
 - The Community Government has a lack of response.
- 33130 has no grocery stores.
- Telecommunication infrastructure.
- Quality of Education.
- Learn how to access and leverage financial resources.
- Funding
- Programs for young adults.
 - Life preparatory.
 - Sell discovery for youth.
 - Missing fact that not everyone goes to college.

Other Comments....

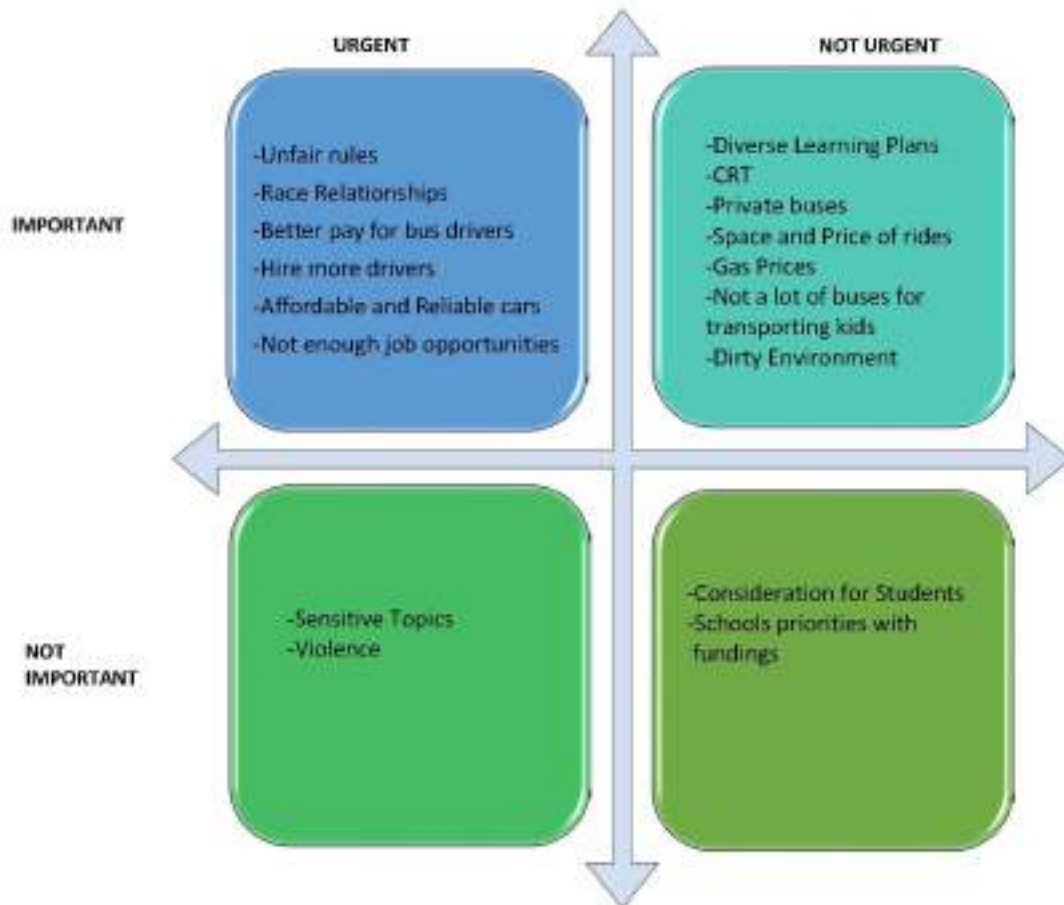
Attendees did provide other comments that heavily impact their quality of life.

There is more stress in households. Considerations to alleviate some of the pressure is more flexible work schedules.

Voting continues to be important.

Increased funding for entrepreneurs.

Figure 56: Feedback Needs



South Dade Youth Summit Feedback

On April 15, 2023, The Youth Leaders from the Optimist Foundation of Greater Goulde, Florida partnered with the CMA/ELW Team to provide the Young residents with a voice in this Disparity Study at the South Dade Regional Library. Approximately 12-15 students participated in an honest dialogue that yielded powerful results. The priorities noted above represented their experiences in school, in their neighborhoods and their aspirations and/or desires for post high school experiences.

Students were divided into three (3) groups to brainstorm their Needs, Wants and Desires for a better Quality of Life. Most important, participants shared their perceptions for measuring success that these desires are being met. As noted in the Priorities Diagram above, the Summit Attendees noted their key interests as it relates to the Quality of Life that they desire.

What many take for granted, these young people rely upon for simple daily living for themselves and their families. Several shared that many of their friends have already taken the position of defeat, because the windows of opportunity continue to remain shut.



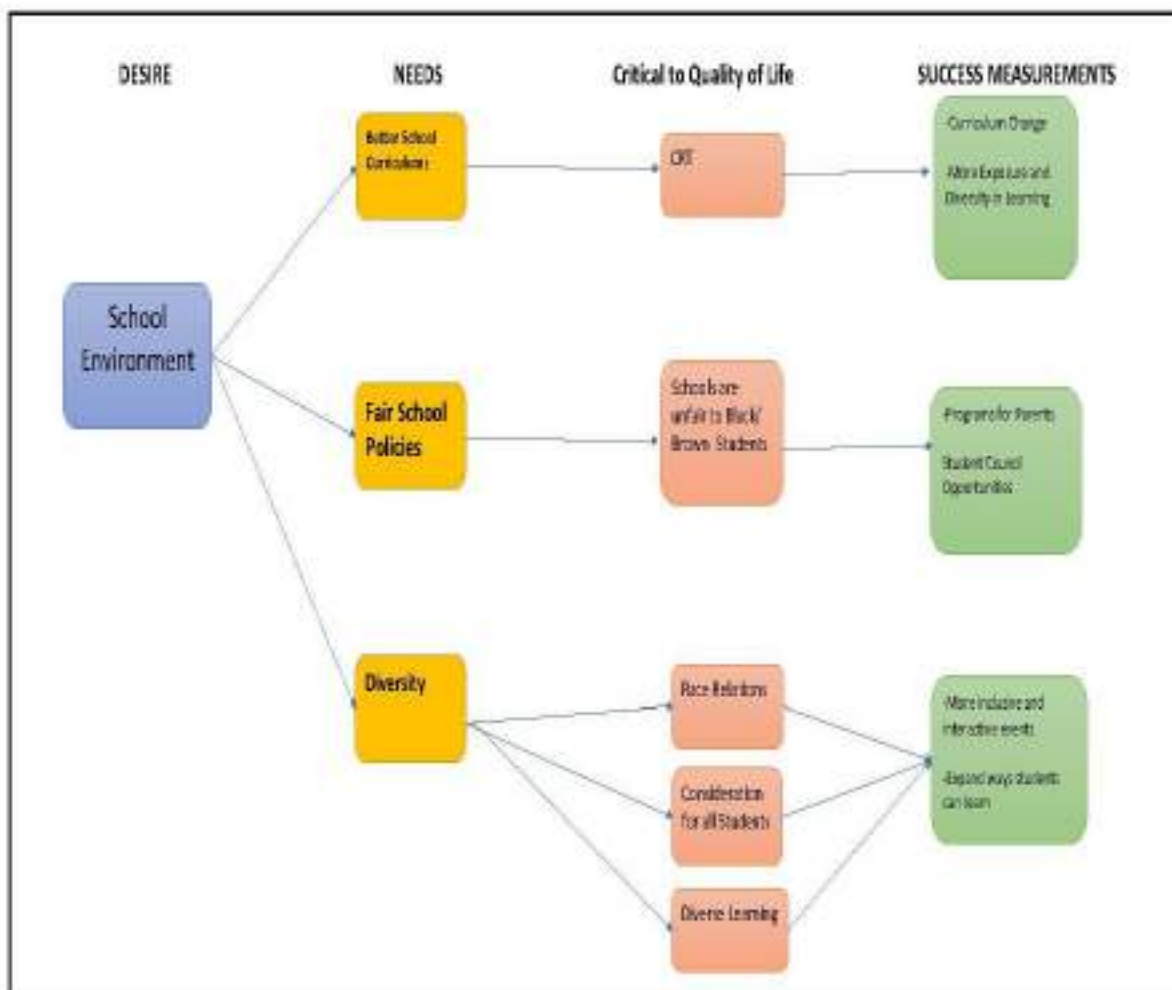
Group 1 Feedback

Most important for this group is the environment in their schools. As noted below, there is a major concern about resources and treatment with regard to their education experiences.

Students duly noted that their curriculum was not sufficient, nor did it contain the kind of diverse “knowledge library of information” that they seek.

Also noted is the disparity of the perception of FAIRNESS in policy enforcement in the schools in the TUAs.

Figure 57: South Dade Group 1 Feedback

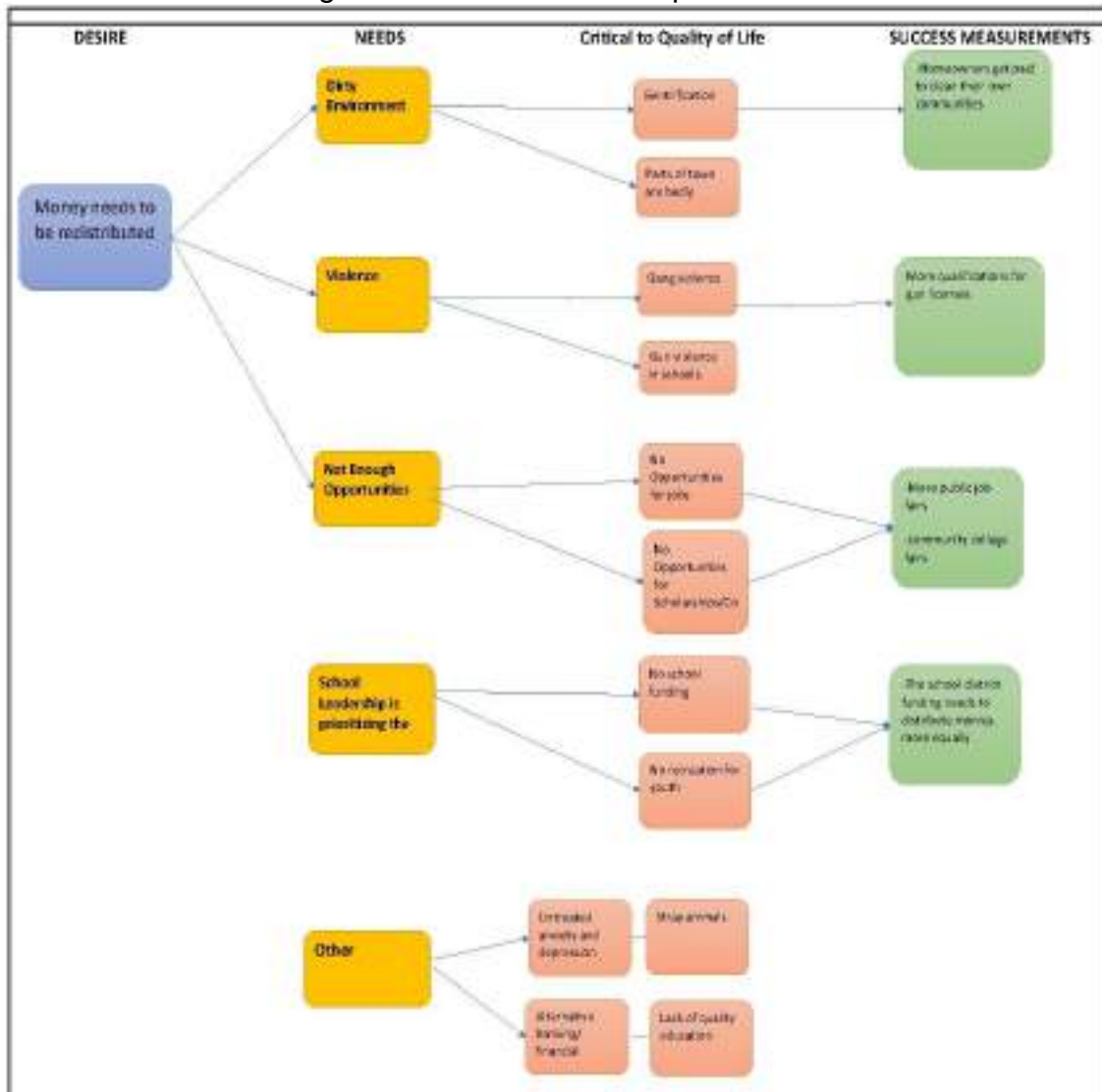


Group 2 Feedback

School again appears as the most important area impacting their Quality of Life. This group felt that if the funding was equitably distributed, they would have better resources to enhance their “learning experience.” Most interesting is their concerns that School Leadership is getting it wrong. This also implies that no one is hearing them express their needs.

Major concerns are the violence in their schools and communities (gun and gang violence). Also, the lack of opportunities such as jobs and internships continues to be an ongoing problem as they prepare for their next chapter following high school graduation. Many shared that they have friends who have “given up” because opportunities continue to escape their reach.

Figure 58: South Dade Group 2 Feedback

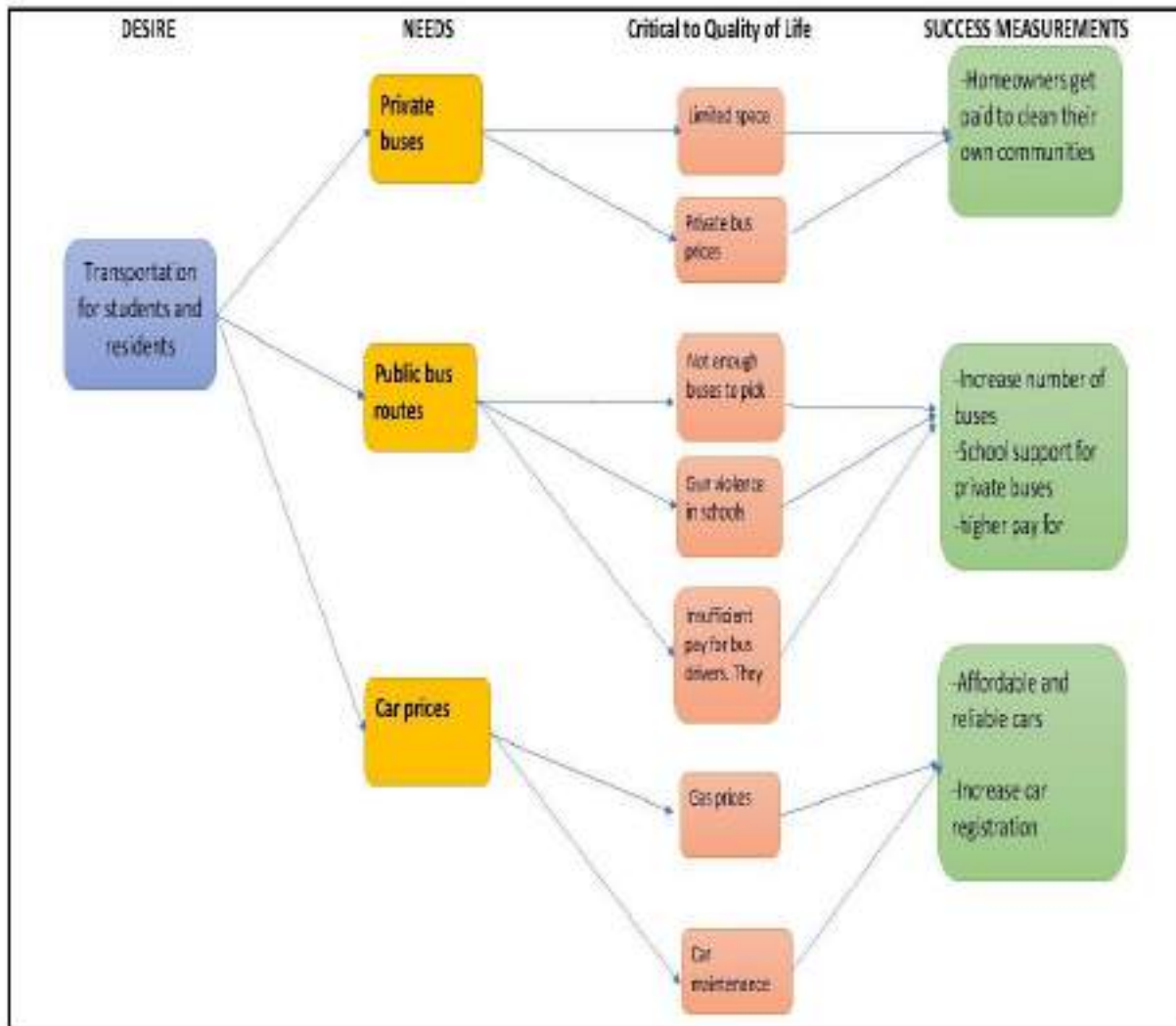


Group 3 Feedback

This group focused on transportation for residents and students. If mobility is restricted, then gaining access to decent jobs and/or getting to school becomes a challenge. Several expressed the lack of affordability of the private bus services as well as the absence of reliability of the public system and school transportation service.

Private transportation for many is unachievable due to the expense of **automobiles and gas prices**.

Figure 60: South Dade Group 3 Feedback



North Miami

On 2023, the CMA/ELW team conducted the Transformation 305 Listening Tour at the North Miami Regional Library. The communities invited were primarily from the North Miami Dade area.

The session was very interactive, and attendees responded to the four (4) inquiries posed by the Facilitators as follows...

Concerns noted include...

What disparities are you experiencing/witnessing in the communities/organizations that you serve or live?

- Lack of information to the community. Word of Mouth is how information flows.
- Older homeowners in the community cannot afford to make the needed repairs.
- No trust with government departments or officials therefore they don't trust resources that may be available.
- Language barriers exist. The community is predominately Creole as the first language.

What disparities are you experiencing in your own organization/community?

Language barrier and lack of communication from Miami Dade at large resources. Not user friendly.

Concerns of your Youth constituents/residents? How can the quality of life of the youth in your community be addressed?

Miami Gardens/ North Miami Dade

On May 4, 2023, the CMA/ELW team conducted the Transformation 305 Listening Tour at the Betty T. Ferguson Community Complex. The communities invited were primarily from the City of Miami Gardens and North Miami Dade.

The session was very interactive and attendees responded to the four (4) inquiries posed by the Facilitators as follows...

Responses to CMA/ELW Team inquiries are noted here...

What disparities are you experiencing in your own organization/community?

Information about opportunities (business and personal) are often not available until it is too late to respond or inquire.

Poor infrastructure as it relates to flooding issues near Norland area.

The labeling of the city as “Urban” gives it a negative feeling.

There is no positive news coverage in the City

Not clear on where the CDBG funding is for the city.

Norwood Park has no community classes and is closed on Sundays.

What concerns exist for community youth? And how can the concerns be addressed to improve the quality of life for this group?

Education – Reading deficiencies; Fast Programs; Black students being retained at higher rates than other students.

Disciplinary measures are harsher for Black students. 8% of population but over 50% of disciplinary action and rulings. Black students more likely to be arrested for minor offences



Miami Garden/North Miami Dade

Health and Wellness: The physical welfare of Black boys and men

Lack of afterschool programs: disparity in STEM and other quality preparatory programs (at capacity). Also not affordable for community to participate.

A variety of programs is also needed. Alternatives to the usual (football, track, basketball, etc.) . Tennis, soccer, pickleball, and others.

Note: Congresswoman Frederica Wilson sponsored education outreach that allocated \$6M for Sky Way Elementary.

What can you do to own the Transformation from inequality to sustainability?

1. Our Seniors: homeowners' insurance and property taxes should be capped for seniors.
2. Parents/Leaders must step up and demand change. Power of the PTA is needed in the community.
3. Commissioners should be present at these forums.
4. More accurate/open governance is needed. With more frequent reporting
5. Educate parents on options for children
6. Educate our children on the importance of good conduct.
7. Local politicians need to participate in the process of positive change.
8. Provide financial literacy for our youth; etiquette; relationship selection (life skills)
9. Balanced reporting by media outlets
10. Provide development and investment opportunities in the community
11. Provide viable business counseling and financial assistance to small businesses
12. Create a "Shark Tank" style knowledge bank for resources.

Southwest Homestead/Florida City

On May 27, 2023, the CMA/ELW team conducted the Transformation 305 Listening Tour at the Naranja Library. The communities invited were from SW Homestead and Florida City.

Many of the attendees had attended the South Dade session but were encouraged at the opportunity to continue sharing important issues to residents, business owners and other interested parties.

Concerns noted include...

- Lack of reliable transportation
- Inability to use ride share services because of the high costs.
- Gas prices also have adversely affected the cost of transportation.
- Health care and prevention is negatively impacted because there are no community clinic in the community that offer affordable care.
- Lack of quality and equitable education.
- Equitable treatment is missing from business, government and law enforcement.
- Need to have more discussions on the topics of sustainability.
- Accessibility to changes occurring in the County and specifically South Dade.
- Residents want to be more involved in the improvement occurring in the community.



In Person Listening Sessions – Round 2



E.L. WATERS and Company, LLC
PLANNING and DEVELOPMENT CONSULTANTS

Listening Tour – Round 2

During the month of August 2023, the CMA/ELW Team facilitated four (4) regional sessions throughout Miami Dade County.

The sessions were lightly attended, but the dialogue was rich in content. More important, confirmation that the concerns noted in Round 1 are still valid.

Discussions focused on sharing the feedback from Round 1 sessions as well as posing the question of “What else do you have to share?” to the attendees.

Sessions included...

South Dade - Goulds, Richmond Heights, Florida City, SW Homestead, Coconut Grove and South Miami

Little Haiti - North Miami, Little Haiti

North Dade - Miami Gardens, North Miami Dade

Liberty City - Liberty City, Brownsville, Model Cities, Overtown

South Dade Regional Library

Approximately 6 attendees participated in the Sharing Session. All were fully engaged in the information shared and expressed great interest and also concern that the community was not better informed about the sessions.



All expressed the strong interest about being kept informed by MDEAT and the commitment was confirmed by the agency's Chairperson who was in attendance.



No new concerns were expressed during the session, but all in attendance made it clear That communication was a priority for MDEAT.

Attendee feedback:

Support - the Black Community needs to do more mentoring from within to prepare the next generation.



Homes - The Black Community needs to buy vacant homes and lots to prevent gentrification. At the same time, the Black developers are not getting enough support to be able to do projects in the community (Richmond Heights).

Business - The Community must have their businesses shelf-ready in a way that they can provide needed services and products at a competitive price. A lot of small businesses are not aware of what's available to them as it relates to business opportunities. There are no business workshops or seminars happening in their neighborhoods.

Health - It is evident that in health-related issues the black community has been a victim due to lack of education about wellness visits for families. Good nutrition due to food deserts are also a concern.

Education - Educators are going into their pockets for school supplies and at times food just to be able to teach their students. The kids are without books, school supplies and technology. A lot of these students can't learn because they leave home without breakfast.

Civic Duty - Voting in the Black Community needs to improve. The Community believes that their votes do not carry weight and can't make a difference. Grassroots groups must be created to conduct voting awareness campaigns.

North Dade Regional Library

The following summation of information was derived as a result of a community sharing meeting held on June 25th at 6:00pm at the North Miami Garden Library. The meeting was facilitated by CMA/ELW Consultants on behalf Miami Dade Economic Advocacy Trust (MDEAT).

The following outcomes came from the conversation on the topic of community/business progression and MDEAT partnership.

Corporate firms need to develop a strong understanding of the businesses in the community to build trusted partnerships that are mutually beneficial.

More education is needed for business owners about resources and access to capital.

Clarity and validation of pro/con perceptions of adequate resources for tourism and events in the community. In other words, this needs to be validated that adequate resources and opportunities for tourism procurement.

Tourism tax dollars need to be reinvested into the community.

Advocacy for equitable procurement processes. Educate the businesses on the following...

- What is the process?

- How to build relationships for successful understanding of the procurement process?

- Offered in a variety of languages to meet the community makeup.

Better awareness by MDEAT of young professionals in the community are proactive initiatives that MDEAT can use to build a bridge to younger professionals.

- Workshops that can help them afford to live in the community, purchase a home, start a businesses in the community

New strategies to attract and engage professionals in their 30's and 40's. This will heighten retention of this group.

Little Haiti Cultural Center

The Little Haiti Focus Group brought a lot of great insights to add to what we have heard during the session held at the Cultural Center on Saturday, August 12th. Attendees shared

SUPPORT

- There is a lack of representation in the Little Haiti area. The government representatives seated on the dais does not reflect the community it serves.
- There is a constant fight with the developers of Magic City because the perception that they want to run the residents out of their homes.
- Most of the meetings happening in the City don't have Creole translators. This equates to a lack of understanding of the constituents that they are supposed to serve.
- There must be better avenues to know more about MDEAT as a community partner.
 - Critical Resource Meetings are not being advertised in the right places with the right community partners.
- The materials distributed aren't user friendly for the Black Diaspora Community. There is a need to bring churches back into the equation

EDUCATION AND OUTREACH

- The youth aren't getting equity in education. There needs to be workshops on how to become successful. The youth are not aware of their next steps after high school.
- There must be similar focus groups with youth organizations to hear their perspectives. Education is the root of everything. When denied it is meant to restrict or restrain.
- Don't know what to do when talking about procurement because they don't understand the "How to". Financial Literacy and credit management has to be taught in these neighborhoods.
- The Mindset of the community must be changed from survival to wealth.
- Many people are afraid to make more money because they feel like if they look prosperous, they could lose their benefits. They must Learn the unwritten rules of the game by conducting workshops and building global networks.
- There is a lack of understanding on our value.
- The youth has to be met where they are. They are on school campuses, during recruitment days at various colleges such as ...
 - MDC, FIU, St. Thomas, Barry University, University of Miami

- The community can get involved by embracing them. It was also shared that MDEAT can meet them at activities such as:
 - Youth component for young adults
 - Rollin - Loud
 - Jazz in the Gardens
 - Wynwood Events
 - Council Meeting

We have to create a mutual value proposition through ...

- Internships/ Mentorships
- Want to fight for community

HOUSING

- One can definitely tell the differences in the neighborhoods of Little Haiti compared to the others.
- Homeowner workshops on property maintenance before purchase. Homeowners applications must be explained in detail in multiple languages.
- Programs for renting vs. owning advantages should be a requirement before signing a contract.
- Residents must enroll in some type of homeowner's program.

HEALTH

- Residents need to be educated about their rights when in need of medical assistance.
- There has to be workshops on prevention and understanding insurance plans.
- There is a great need for mental health centers and mental health education.
- Residents must be informed on available health resources especially on Preventions and self-examinations.
- Due to immigration issues many people are afraid to seek help which in return makes more people sick if contagious.

CIVIC DUTY

- The residents must be educated about voting.
- There is a connection that is not being made between the importance of voting as a civic duty. It always seems like voting is optional.
 - Most people go to the precinct to vote for the president but have zero knowledge on the remainder of the ballot.
 - The results of votes could have been different if they understood the political system and its candidates.

Arcola Lakes Regional Library

On 8/15– Arcola Lakes Branch Library hosted MDEAT for its final Listening/Sharing Tour. There were 3 attendees who engaged the consultants in substantive conversation. Highlights of the session are below.

- Developers are pushing residents out and taking advantage of their lack of knowledge on the legal aspects of renting, homeownership, and business for example.
- DBPR—Department Business Professional Regulation – needs to be contacted to report cases of discrimination and unethical business practices. We should provide information to residents on their rights.
- Bike share programs are still revenue for others and should be something that is a community business.
- Affordable wages of households with children is still not sufficient because out of pocket expenses for individuals and families due to the cost of living in Miami Dade exceed what is earned (net).
- Trainers are badly needed for sports and recreation programs. The need is there for these programs but there are not enough trainers to fill the need.
- Trade and Technical job training.
 - Miami-Dade Tech, talent coalition
 - Professional Trades
- Community needs to do their part so that the mitigation of disparities is accelerated.
- Community leaders need to meet people where they are and then move them forward.
- Residents need to understand how the system works.
- MDEAT has failed in its outreach. There are not enough people attending the Outreach meetings. Could have partnered with another events to capitalize on attendance.

Gwen Cherry Park

The community listened to the presentation and participated in presenting to CMA/ELW and the MDEAT what disparities they are witnessing or experiencing in the community.

Education:

- More school resources needed; the quality-of-life challenges and roadblocks
- Teach children Constitution of the United States
- Educate educate...educate... the youth!
- More parent advocacy is needed

- Computer tablets are available in area libraries within Miami-Dade County for underserve TUA residents/students.

Housing:

- Anti-foreclosure legislation needed
- Due diligence needed when paying for a home.
- Funding should be based upon population.
- Advocate for rising taxes on properties and improvements by third grade success rates are determined
- Encourage the redevelopment of NW. 18th Ave. corridor near pot fell apart area for Black community economic development.
- How can one obtain lots for affordable housing in the Black community?

Criminal Justice:

- Advocate for returning inmates to receive programs for assistance.

Health and Wellness:

- Wellness and physical health should be a priority.

Community Development:

- Raise minimum wages/living wages.
- Social/economic improvements are needed.
- Prepare the breakdown of ethnicities by percentage especially within Black Miami-Dade County.
- Voter registration increases are drastically needed, specifically in the Black community.
- Boots on the ground are needed within the Black community.
- Seek to fund computer tablets and area libraries within Miami-Dade County.
- Living wages are needed.
- MDEAT to me is the only agency to focus on the Black community.
- Artist community within the black areas need to be highlighted because it is not appreciated.
- The community wants to advocate for MDEAT.
- The playing field is not level within Miami-Dade County as a relates to Black people trying to improve their livelihoods.
- Advocate for parent advocacy
- How can one obtain lots for affordable housing in the Black community?
- Advocate for literacy within the Black community
- Gentrification is a strategy that her the Black community.
- Encourage funding to build and read Bill within the Black community.
- A Black community roundtable is needed especially to understand how to access capital.
- Artist community within the black areas need to be highlighted because it is not appreciated.
- The community wants to advocate for MDEAT.
- The playing field is not level within Miami-Dade County as a relates to Black people trying to improve their livelihoods.
- The community wants to advocate for MDEAT.
- The playing field is not level within Miami-Dade County as a relates to Black people trying to improve their livelihoods.
- The elder voices need to teach our history to the young
- Voter registration increases are drastically needed, specifically in the Black community.
- Boots on the ground are needed within the Black community
- Black media and marketing should increase by getting exposure and asked and encouragement to invest in Black-owned businesses.

Business and Economic Development:

- More training is needed to complete economic development opportunities within Miami-Dade County and its cities.
- Preparation needed to take full advantage of economic opportunities is needed.
- Project literacy is needed.
- Black media and marketing should increase by getting exposure and asked and encouragement to invest in Black-owned businesses.
- Black business in Miami-Dade County is not a gift we earned it.
- Living wages are needed.
- Black people will need to compete more.
- Artist community within the black areas need to be highlighted because it is not appreciated.
- A Black community roundtable is needed especially to understand how to access capital.
- Encourage the redevelopment of NW. 18th Ave. corridor near pot fell apart area for Black community economic development.
- Minority certifications are challenging.

Youth Retention and Development:

- Affordability of youth adult in returning to Miami-Dade County resources are available to residents.
- Young professionals who have obtained degrees find themselves living with their parents due to the excessive cost of real estate.
- Miami youth voices are concerned about mental health, homelessness, and undiagnosed disabilities.
- Young adults find it tough to get quality jobs and are being pushed out due to economic hardship young black professionals find it hard and continue to burn candles at both in in order to survive in Miami-Dade County
- The youth voices need to teach our history to the young
- Establish mentoring youth programs to train the next generation.

- The youth find it unstable in all aspects, jobs housing social.
- Establish mentoring youth programs to train the next generation.
- Young professionals who have obtained degrees find themselves living with their parents due to the excessive cost of real estate.
- Miami youth voices are concerned about mental health, homelessness, and undiagnosed disabilities.
- Young adults find it tough to get quality jobs and are being pushed out due to economic hardship young black professionals find it hard and continue to burn candles at both in in order to survive in Miami-Dade County
- Black business in Miami-Dade County is not a gift we earned it.
- Living wages are needed.
- The youth find it unstable in all aspects, jobs housing social.





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Two Americas. (n.d.)

U.S. Economic Development Admin American Rescue Plan Programs(n.d.).



Appendices



Appendix 1: Glossary

Term	Definition/Meaning
ACLU	American Civil Liberties Union
CMA	CMA Enterprise Incorp.
corridor	a belt of land linking two other areas or following a road or river
COVID/COVID 19	Corona Virus Disease
Dev	Development
ELW	Elbert L Waters Company, LLC
FEMA	Federal Emergency Management Agency
Food Desert	A food desert is an area that has limited access to affordable and nutritious food.
GIS	Geographic Information System
HWY	Highway
MDC	Miami-Dade County
MDEAT	Miami Dade Economic Advocacy Trust
NW	Northwest
PCT	Percentage
PTSA	Parent Teacher Student Association
SW	Southwest
TUA	Targeted Urban Area
Unkept	not kept or neglected,
urban	in, relating to, or characteristic of a town or city
WIC	Woman, Infants and Children

Appendix 2: Polling List

Category	Organization Name
Community Development & Human Services	100 Black Men of South Florida
Community Development & Human Services	360 Evolution Academy
Community Development & Human Services	79th Street Corridor Initiative
Community Development & Human Services	Alapattah Business Development Authority
Community Development & Human Services	Avanse Ansanm
Faith-Based Organizations	Bethel Evangelical Baptist Church
Business & Economic Development	Black Business Investment Fund (BBIF)
Business & Economic Development	Black Contractors Association
Healthcare Industry	Borinquen Health Center
Social Justice	Bullets for life
Healthcare Industry	Camillus Health Concern
Healthcare Industry	Care Resource Community Health Centers, Inc.
Business & Economic Development	Caribbean Bar Association
Community Development & Human Services	Carrfour Corporation
Community Development & Human Services	Catholic Charities
Healthcare Industry	Center for Haitian Studies
Community Development & Human Services	Centro Campesino
Education	Charter School Network
Social Justice	Circle of Brotherhood
Community Development & Human Services	Citrus Family Care Network Foster Care
Elected Officials	City of Florida City (Mayor & Council Seats 1-5)
Community Development & Human Services	City of Homestead Community Redevelopment Agency (CRA)
Elected Officials	City of Miami Gardens (Mayor & Council Seats 1-5)
Community Development & Human Services	City of North Miami Community Redevelopment Agency (CRA)
Healthcare Industry	Community Health and Wellness Center of Miami
Healthcare Industry	Community Health of South Florida (CHI)
Social Justice	Community Justice Project
Community Development & Human Services	Community Reinvestment Alliance of South Florida
Community Development & Human Services	Disability Services for People Living
Social Justice	Domestic Violence
Business & Economic Development	Economic Development Council (EDC) of South Florida
Healthcare Industry	Empower U Clinic
Healthcare Industry	Empower-U Community Health Center
Faith-Based Organizations	Faith in Florida
Community Development & Human Services	Family Action Network Movement
Community Development & Human Services	Florida City Community Redevelopment Agency
Elected Officials	Florida House of Representatives (Districts 104, 106-110, 113-114, 117-119)
Business & Economic Development	Florida Minority Business Development Agency
Elected Officials	Export Center
Elected Officials	Florida State Senate (Districts 34-40)

Category	Organization Name
Elected Officials	Former Miami-Dade County Commissioners
Community Development & Human Services	Greater Miami Habitat
Community Development & Human Services	Greater Miami Neighborhoods
Community Development & Human Services	Greater Miami Urban League
Social Justice	Guitars Over Guns
Business & Economic Development	Haitian American Chamber of Commerce
Business & Economic Development	Haitian American Nurses Association
Faith-Based Organizations	Haitian American Faith Based Network
Business & Economic Development	Haitian Lawyers Association
Community Development & Human Services	Haven Economic Develop
Healthcare Industry	Health Choice Network
Community Development & Human Services	Honey Shine
Faith-Based Organizations	Interdenominational Black Pastors Association
Business & Economic Development	International Career & Business Alliance (ICABA)
Community Development & Human Services	Island TV
Business & Economic Development	Jamaica US Chamber of Commerce Miami
Community Development & Human Services	Jewish Community Center
Healthcare Industry	Little Haiti Health Center
Community Development & Human Services	Little Haiti Housing Assoc.
Business & Economic Development	MBDA - McGill and Associates
Business & Economic Development	MCO Construction and Services
Community Development & Human Services	Miami Dade Chapter of the National PanHellenic
Elected Officials	Miami Dade County Commision (Districts 1-9)
Community Development & Human Services	Miami Dade County Commission on the Status of
Business & Economic Development	Miami Dade County Industrial Development
Healthcare Industry	Miami Dade Florida Health
Community Development & Human Services	Miami Dade Neighborhood Housing Services
Elected Officials	Miami Dade Public School Board
Education	Miami Dade Public School System
Business & Economic Development	Miami Dade Schools
Community Development & Human Services	Miami Street Medicine
Business & Economic Development	Miami-Dade Office of Business Development
Community Development & Human Services	Midtown Community Redevelopment Agency
Community Development & Human Services	Mourning Family Foundation
Community Development & Human Services	National Association for the Advancement of Colored People (NAACP)
Business & Economic Development	National Association of Black Women in Construction (NABWIC)
Community Development & Human Services	NCRC - National Community Reinvestment
Faith-Based Organizations	New Birth Baptist Church
Faith-Based Organizations	New Hope MB Church
Community Development & Human Services	North Miami Beach Community Redevelopment Agency (CRA)

Category	Organization Name
Faith-Based Organizations	Notre Dame D'haiti Catholic Church
Community Development & Human Services	Office of New Americans
Business & Economic Development	Office of Veteran and Military Affairs
Community Development & Human Services	Opa Locka Community Development Corporation
Healthcare Industry	Pediatric & Family Health & Wellness Center
Social Justice	Safe Space Foundation
Community Development & Human Services	Sant La Haitian Neighborhood Center
Community Development & Human Services	South Florida Community Development Coalition
Community Development & Human Services	Southeast Overtown/Park West Community Redevelopment Agency (CRA)
Faith-Based Organizations	Southern Baptist Haitian Churches
Healthcare Industry	St. John Bosco Clinic - Miami
Business & Economic Development	State of Florida - Office of Supplier Diversity
Healthcare Industry	Supportive Housing and services for Mental
Faith-Based Organizations	Tabernacle of Glory
Faith-Based Organizations	Tabernacle SDA Church
Community Development & Human Services	TED Center
Community Development & Human Services	Tele Pam
Community Development & Human Services	The Children's Trust
Social Justice	The Coordinated Victims Assistance Center
Community Development & Human Services	The Links, Inc.
Social Justice	The Miami Foundation
Community Development & Human Services	The Overtown Collaborative (St. John CDC, BAME Development Corp.; St. Agness Rainbow Village CDC; The Black Archives)
Social Justice	Threat Management Group/ Miami Dade Police
Elected Officials	U.S. Congress (Congressional Districts (24 & 25)
Community Development & Human Services	U.S. Dept of Veteran Affairs: Outreach
Healthcare Industry	UHI CommunityCare Clinic
Community Development & Human Services	Urgent Inc.
Social Justice	U-Turn Youth Counseling
Education	Veterans Education
Healthcare Industry	Veterans Mental Health Counseling
Business & Economic Development	WBENC
Community Development & Human Services	Wilkie D. Ferguson Black Bar Association
Community Development & Human Services	Wind and Rain

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