



A strength of Greater Miami & the Beaches (GM&B) is its diversity of people and neighborhoods, which are shaped by a myriad of cultures and characters. Although our economy is strong, many of our residents struggle because of the scarcity of living wage jobs, lack of opportunities for youth, and insufficient support for growing local businesses. The most vulnerable of our population are challenged by public health concerns, from mental health issues to opioid abuse to the threat of pandemics from climate change. Our neighborhoods and communities are not as connected as they could be, leaving some areas isolated when small day-to-day crises occur or big events such as hurricanes strike.

Through our “People” actions, we aim to improve the lives of our residents every day, whether sunny or stormy, by supporting job and wealth creation; addressing specific health needs for the most vulnerable among us; and preparing and empowering neighborhoods and networks to anticipate and respond to disruptions, both large and small.

WHO IS WHO?

- THE PARTNERSHIP
Greater Miami & the Beaches (GM&B)
- THE SUPPORTING ORGANIZATION
100Resilient Cities (100RC)
- THE STRATEGY
Resilient305
- THE IMPLEMENTING TEAM
PIVOT (Progress Innovation Vision for Our Tomorrow)



GOAL 2: PEOPLE

OBJECTIVO 2:
GENTE

OBJEKTIF 2:
MOUN



Objective 6

Cultivate Financial Stability



Action 20

Action 21

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Action 27

Build an Inclusive Economy

Train for Construction

Promote Fair Chance Hiring

Buy Local

Be Counted

Re-establish the Financial Capability

Collaborative

Teach Kids to Save

Expand Youth Career Opportunities

Objective 7

Advance Public Health Priorities



Action 28

Action 29

Action 30

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Action 34

Break the Cycle of Youth Violence

Respect Our Elders

Update the Social Services Master Plan

Advocate for Mental Health

Pilot an Arrest Diversion for Opioid Users

Accelerate Progress of HIV/AIDS Strategy

Advance Pandemics Communication



Objective 8

Strengthen Community Response

Increase Neighborhood Response
Time to Volunteer
Prepare Your Property
Support Resilience Hubs

Action 35
Action 36
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Action 38

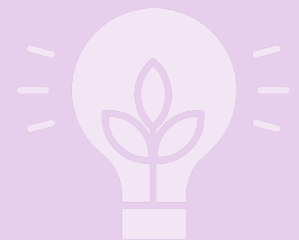


Objective 9

Communicate the Concept of Resilience

Get the 311 on Resilience for the 305
Create a K-12 Plan for Resilience Literacy
See It To Believe It

Action 39
Action 40
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OBJECTIVE 6: CULTIVATE FINANCIAL STABILITY

ACTION 20: BUILD AN INCLUSIVE ECONOMY

HOW THIS WILL HELP US

- ◆ Stimulates economic growth
- ◆ Creates job opportunities
- ◆ Provides youth employment
- ◆ Lifts residents out of poverty
- ◆ Improves industry/job diversification

PERFORMANCE METRICS AND TARGETS

- ◆ Number of organizations committed to local sourcing
- ◆ Number of training partnerships established
- ◆ Number of individuals placed in living wage career tracks
- ◆ Number of small- to medium-sized businesses securing new business

KEY COLLABORATORS

LEAD: Miami-Dade Beacon Council

- ◆ GM&B
- ◆ Health Foundation of South Florida
- ◆ CareerSource

FUNDING

Partially funded by The Miami Foundation



TIMEFRAME: SHORT-TERM (1-5 YEARS)

DESCRIPTION

One Community One Goal (OCOG), overseen by the Miami-Dade Beacon Council Economic Development Foundation (a not-for-profit affiliate of the Miami-Dade Beacon Council), is a long-term strategic plan for GM&B's future economic, entrepreneurial, and educational success. The OCOG strategic plan brings together a broad spectrum of organizations that work to advance the goal of creating a thriving, inclusive, and diverse community. Since 2012, this community-wide initiative has assisted our community by contributing to the creation of 60,000 target industry jobs over a 5-year period, enhancing our educational ecosystem through new initiatives such as the Academic Leaders Council, and helping build a vibrant population of young professionals. GM&B will work with OCOG co-chairs to advance four specific priorities related to building a resilient and inclusive economy outlined in the Miami-Dade Beacon Council's updated action plan:

- ◆ Support small business growth using technology, outreach opportunities, and connecting small- to medium-sized local businesses with local, national, and global companies and anchor institutions for goods and services.
- ◆ Identify clear pathways for low-skilled youth and adults seeking to advance their careers (including rapid retraining) and build a sustainable model to support and scale middle-skill training programs in the industries targeted by OCOG and construction industries (see Action 21, Let's Build).
- ◆ Facilitate the formation of public-private partnerships in resilient infrastructure, especially in the areas of mass transit, flood risk management, and communications.
- ◆ Continue and expand outreach to businesses related to disaster preparedness, response, and recovery.



CASE STUDY

MIAMI COMMUNITY VENTURES INVESTS IN INDIVIDUAL SUCCESS

With the goal of building long-term economic benefits in communities, Miami-Dade Beacon Council launched the Miami Community Ventures (MCV) initiative to connect low-income, structurally unemployed individuals to living wage jobs. The program specifically aims to aid individuals who are public assistance recipients, returning citizens, at-risk youth (19-29 years), or disabled, with female head-of-households and veterans as sub-groups. Additionally, the program helps struggling residents overcome factors that may keep them from maintaining gainful employment by matching them with wrap-around support services in the areas of job training, child care, success coaching, education (with an emphasis on financial literacy), transportation assistance, and social services for up to 2 years. The MCV program is a model replicated from Michigan's Community Ventures program. Miami-Dade Beacon Council launched the MCV pilot in partnership with Transitions, Inc., Goodwill Industries, and Lotus House in the neighborhoods of Liberty City, Overtown, and Goulds in the Fall of 2018.



SPOTLIGHT

Miami-Dade Beacon Council's ONE COMMUNITY ONE GOAL

In 2012, the Miami-Dade Beacon Council Foundation re-launched its OCOG strategic plan to provide Miami-Dade County with a roadmap for future economic development success. The plan is based on the results of focus groups, surveys, and thousands of hours of community engagement conducted throughout Miami-Dade County. Using this information, a professional research firm developed strategic recommendations to support significant job creation focused on increasing the number of higher-paying jobs. Industry leaders work closely with the education community to develop the proper curriculum for training required to support the growth of the targeted industries.





OBJECTIVE 6: CULTIVATE FINANCIAL STABILITY

ACTION 21: TRAIN FOR CONSTRUCTION

HOW THIS WILL HELP US

- ◆ Lifts residents out of poverty
- ◆ Improves industry/job diversification
- ◆ Improves individual well-being

PERFORMANCE METRICS

- ◆ Number of training programs and partnerships formed
- ◆ Number of local residents securing construction jobs

KEY COLLABORATORS

LEAD: City of Miami

- ◆ Miami-Dade Beacon Council
- ◆ Builders and Construction Associations
- ◆ Trade Unions
- ◆ Miami-Dade College

FUNDING

Unfunded



TIMEFRAME: SHORT-TERM (1-5 YEARS)

DESCRIPTION

GM&B is projected to have \$320 billion in construction work in the next 10 years. To fully realize the economic benefits and ensure an adequate supply of qualified workers within the construction industry, GM&B will engage with Miami-Dade Beacon Council, Miami-Dade College, and other entities to convene stakeholders to address identified industry challenges for these low-barrier, high-demand occupations. GM&B will examine opportunities to leverage their local hiring requirements for construction-related contracts and encourage partner anchor institutions to do the same.

As part of the Resilient305 Strategy development phase, GM&B engaged Fourth Economy to produce a research brief on the region's workforce availability and training capacity in the construction industry. The research brief showed that the industry faces an impending labor shortage as experienced workers begin to retire, and the skills required for new construction evolve. Over 5,000 workers are needed to fill low-barrier, high-demand occupations in construction, i.e., those that require limited training or education and are therefore a solid entry level path for workers to engage in the sector. Challenges include restoring the perception of construction and trade occupations as rewarding and lucrative career paths; developing local partnerships to create a trainee and job placement pipeline with high retention; and improving relevance of and participation in training programs, especially in the areas of new and adaptive construction materials and methods that focus on climate resilience and sustainability. The goal is to create and implement an action plan to better meet the labor force gap, and proactively engage with new populations by training and recruiting workers, particularly in under represented demographics.



SPOTLIGHT

MIAMI DADE COLLEGE

Miami-Dade College has the largest undergraduate enrollment of any college or university in the country and offers multiple programs relevant to the construction industry. The College embraces its responsibility to serve as an economic, cultural, and civic leader for the advancement of our diverse global community.



SPOTLIGHT

FOURTH ECONOMY

Fourth Economy is a national community and economic development consulting firm that focuses on fostering action to create great communities, impactful organizations, and strong economies. The organization aims to effectively blend both quantitative and qualitative inputs to develop realistic recommendations that can be easily understood and readily implemented.





OBJECTIVE 6: CULTIVATE FINANCIAL STABILITY

ACTION 22: PROMOTE FAIR CHANCE HIRING

HOW THIS WILL HELP US

- ◆ Reduces neighborhood violence
- ◆ Lifts residents out of poverty
- ◆ Creates job opportunities
- ◆ Improves individual well-being

PERFORMANCE METRICS

- ◆ Number of GM&B municipalities with fair chance hiring ordinances
- ◆ Number of businesses/anchor institutions with fair chance hiring policies
- ◆ Reduced recidivism

KEY COLLABORATORS

LEAD: City of Miami

- ◆ Transitions, Inc.
- ◆ Participating GM&B municipalities
- ◆ CareerSource South Florida
- ◆ Greater Miami Chamber of Commerce

FUNDING

Funded by existing commitments.



TIMEFRAME: MID-TERM (5+ YEARS)

DESCRIPTION

Currently, Miami-Dade County and the City of Miami Beach exercise fair chance hiring policies, commonly referred to as "Ban-the-Box," which removes one barrier to employment for qualified workers with criminal records. GM&B, in partnership with community organizations focused on serving and/or advocating on behalf of returning residents, will promote the expansion of this policy to municipal hires across Miami-Dade County, starting with City of Miami. The City of Miami will write a draft ordinance that can be used as a roadmap for other GM&B municipalities to use.

The "Ban-the-Box" initiative aligns with the statewide "Voting Rights Restoration for Felons Initiative" approved in the 2018 election that aims to reintegrate residents with a criminal history. Fair chance policies promote a qualifications first approach to hiring by moving inquiries about arrest records to the final stages of employment, allowing candidates to be considered without stigma. Over the long term, GM&B, together with community partners, will advocate for anchor institutions and other private businesses to adopt fair chance hiring policies and inform them of benefits they can receive like the Work Opportunity Tax Credit. Implementing these practices at the municipal level will create local best practices that can be adopted by others.



ACTION 23: BUY LOCAL

OBJECTIVE 6: CULTIVATE FINANCIAL STABILITY



TIMEFRAME: SHORT-TERM (1-5 YEARS)

DESCRIPTION

GM&B partners have established policies and programs that provide preference and support for buying and hiring from local businesses. GM&B's strategy to expand opportunities for local businesses relies on anchor institutions as key partners in implementing the Resilient305 Strategy. Using information from past studies and forthcoming action items to be developed in the summer of 2019 by South Florida Anchor Alliance (SFAA) working groups, GM&B will provide participating institutions with a list of proposed high-impact actions to help catalyze "buy and hire local" actions in the region. GM&B will collaborate with the SFAA in developing a resource directory of minority-owned, woman-owned, and local businesses and a resource guide for local businesses interested in pursuing contracts with local governments or other anchor institutions.

SFAA is an initiative of the Health Foundation of South Florida, which requires addressing several associated factors, including economic well-being. This "Buy Local" action builds on the results of a study that examined barriers and opportunities for local institutions to engage in "buy and hire local" actions. The study was conducted in partnership with The Democracy Collaborative, a national leader in the field of community wealth building. Further, the action will be supported and supplemented with SFAA activities in the summer of 2019. SFAA will sponsor participation by procurement and human resource decision makers in working groups that will establish inclusive economy standards/norms, procurement, and workforce strategies with clear activities and benchmarks.

HOW THIS WILL HELP US

- ◆ Stimulates economic growth
- ◆ Creates job opportunities
- ◆ Improves industry/job diversification

PERFORMANCE METRICS

- ◆ Creation of online portal with resources for participating anchors and small businesses
- ◆ Number of local businesses reporting expansion of business

KEY COLLABORATORS

LEAD: Health Foundation of South Florida

- ◆ Local Hospitals
- ◆ Universities
- ◆ Governmental Entities
- ◆ Miami-Dade Beacon Council
- ◆ Private-Sector/Corporate Partners

FUNDING

Partially funded by Health Foundation of South Florida, Citi Foundation, and the Annie E. Casey Foundation.



SPOTLIGHT

HEALTH FOUNDATION OF SOUTH FLORIDA

Health Foundation of South Florida (HFSF) is a public foundation working to invest in and be a catalyst for collaborations, policies, and system changes to improve the health of South Florida communities. HFSF focuses on vulnerable, low- to moderate-income populations. According to the HFSF, in 2017 HFSF established a Community Building and Economic Prosperity Initiative to support the scalability of strategies that engage anchor institutions in practices to elevate the economic well-being of communities and its residents. The creation of this initiative is based on the recognition that improvement in health requires addressing issues such as income, education, housing, transportation, and other neighborhood characteristics.





OBJECTIVE 6: CULTIVATE FINANCIAL STABILITY

ACTION 24: BE COUNTED

HOW THIS WILL HELP US

- ◆ Creates community wealth
- ◆ Improves communication with residents
- ◆ Attracts state and federal funding

PERFORMANCE METRICS

- ◆ Participation rates in the census

KEY COLLABORATORS

LEAD: The Miami Foundation

- ◆ Miami-Dade County 2020 Census Task Force
- ◆ Participating GM&B municipalities
- ◆ Health Foundation of South Florida

FUNDING

Unfunded.



TIMEFRAME: SHORT-TERM (1-5 YEARS)

DESCRIPTION

In preparation for the 2020 decennial census, GM&B will take a leadership role to ensure an accurate Census 2020 count by supporting outreach to hard-to-count populations, participating in Complete Count Committees, and identifying key messages and providing public education about the census and the importance of participating. A complete and accurate census is essential for proper federal representation and funding, as well as the creation of a data set that truly depicts our community. An undercount could lose GM&B millions of dollars of federal support for over 50 programs that support our most vulnerable residents, such as the Community Development Block Grant Program; roads, school programs, and lunches; Medicaid; and foster care. Outreach and efforts to ensure a complete count will be bolstered by Miami-Dade County's Census 2020 Task Force's action plan and the information gathered by the task force.

Based on the latest census estimates, approximately 430,025 people (16 percent) in the GM&B region live in hard-to-count neighborhoods, meaning that there was a lower-than-normal return rate for census forms in 2010. The 2020 census, for the first time ever, will offer online response as the primary option to all respondents. The online option may increase response in some areas of the region but may provide a challenge for the roughly 23 percent of Miami-Dade County households that have either no internet access or dial up-only. Through outreach campaigns to build awareness and trust, GM&B and collaborators will make sure everyone has the opportunity to be counted.



ACTION 25: RE-ESTABLISH THE FINANCIAL CAPABILITY COLLABORATIVE

OBJECTIVE 6: CULTIVATE FINANCIAL STABILITY



HOW THIS WILL HELP US

- ◆ Enhances financial stability
- ◆ Lifts residents out of poverty
- ◆ Improves financial planning

PERFORMANCE METRICS

- ◆ Number of innovative strategies implemented by partners
- ◆ Number of individuals served by network services

KEY COLLABORATORS

LEAD: United Way

- ◆ City of Miami
- ◆ Catalyst Miami, Inc.
- ◆ Branches

FUNDING

Partially funded.

TIMEFRAME: SHORT-TERM (1-5 YEARS)

DESCRIPTION

Approximately 59 percent of residents in the GM&B region and 70 percent of City of Miami residents live in “liquid asset” poverty, meaning they have insufficient funds to survive 3 months after a personal or natural disaster. These individuals and households are one emergency (such as a hurricane or flood) away from falling into debt or losing a home. Hurricane Irma, revealed the financial vulnerability of many residents in the GM&B region. To strengthen collective efforts to support financial health and stability, the United Way Center for Financial Stability will reconvene the Miami-Dade Financial Capability Collaborative quarterly meetings to seek innovative solutions for scaling and strengthening the Collaborative’s capacity and reach.

The Collaborative, including the United Way Center for Financial Stability, Catalyst Miami, Inc., and the City of Miami, aims to expand and improve service delivery and integration among dozens of local agencies that help low- to moderate-income individuals and families improve their long-term financial stability. Previously the Collaborative established standards of quality for financial coaching, tax preparation, and other financial stability services; set common metrics and data sharing through regular cross-reporting; drove coordinated services to maximize access and utilization among Miami-Dade County residents; and enhanced staff trainings to provide high-quality financial capability services. Building on these successes, the Collaborative will seek ways to strengthen their programs and identify new opportunities to support residents in the GM&B region.



OBJECTIVE 6: CULTIVATE FINANCIAL STABILITY

ACTION 26: TEACH KIDS TO SAVE

HOW THIS WILL HELP US

- ◆ Creates community wealth
- ◆ Enhances financial stability
- ◆ Improves youth graduation rates
- ◆ Improves individual well-being

PERFORMANCE METRICS

- ◆ Number of kindergarteners in first co-hort
- ◆ Percent of families receiving free and reduced lunch that participate

KEY COLLABORATORS

LEAD: Catalyst Miami, Inc.

- ◆ The Children's Trust
- ◆ United Way
- ◆ City of Miami + City of Miami Beach
- ◆ Miami-Dade County Public Schools

FUNDING

Partially funded by The Children's Trust and participating GM&B municipalities.

TIMEFRAME: SHORT-TERM (1-5 YEARS)

DESCRIPTION

Children's Savings Accounts (CSAs) are long-term savings accounts that provide incentives to help children and their families build savings for the future. Research indicates that low- to moderate-income children with savings of just \$1-499 when completing high school are three times more likely to enroll in college and four times more likely to graduate. Funds saved in CSAs will be accessible upon high school graduation, which can then help pay for postsecondary education. GM&B will support the expansion of this program by encouraging other GM&B municipalities, anchor institutions, and private partners to support its expansion.

The CSA action is the result of a comprehensive planning process funded by The Children's Trust, United Way, and Citi Community Development, and facilitated by Catalyst Miami, Inc.. From this planning process with key community stakeholders, the Future Bound Miami Consortium emerged with a vision of launching a universal CSA program, with a focus on building financial assets and post-secondary readiness among children from low-wealth families. The program will operate with financial support from both public and private funders. In addition to the initial seed deposit and program incentives, participating children and parents will also have access to free financial education provided by or through Catalyst Miami, Inc. and partners to build financial capability, including information on creating emergency family savings accounts. This program is scheduled to launch in Fall of 2019 in all elementary schools within the City of Miami (reaching a targeted 2,300 kindergarteners). In the second and third years, the program will expand to all elementary schools in Title 1 feeder patterns throughout Miami-Dade County, followed by all remaining elementary schools in years 4 and 5.



SPOTLIGHT

CATALYST MIAMI, INC.

Since 1996, Catalyst Miami, Inc. has helped thousands of residents to become financially secure and civically engaged. Catalyst Miami, Inc.'s mission is to identify and collectively solve issues adversely affecting low-wealth communities throughout the County, based on these principles:

- ◆ PROSPER: We foster prosperity by connecting residents to preventative healthcare options and financial services.
- ◆ LEAD: We teach individuals how to make a difference in their communities through trainings for youth and adults in advocacy and public policy.
- ◆ CATALYZE: Our entire community must work together, across sectors, to create change that improves the quality of life for residents.

CATALYST
M I A M I



ACTION 27: EXPAND YOUTH CAREER OPPORTUNITIES

OBJECTIVE 6: CULTIVATE FINANCIAL STABILITY



TIMEFRAME: SHORT-TERM (1-5 YEARS)

DESCRIPTION

High school students often encounter barriers when trying to enter job markets that can inform their long-term career decisions. GM&B proposes expanding three existing programs that support Miami-Dade County youth as they leave high school: Big Brothers Big Sisters School-to-Work program; the City of Miami's Summer Jobs Connect Program; and the Summer Youth Internship Program, a collaboration between The Children's Trust and Miami-Dade County. These three programs currently serve approximately 3,225 youth of the more than 75,000 eligible youth in Miami-Dade County. Two of these programs are only active during the summer season; a year-round expansion would allow more youth to be gainfully employed while attending school.

These programs provide benefits to youth by giving them a greater understanding of financial management, real-world work experience, improved interpersonal communication skills, career choice advice and educational guidance, positive adult role models, connections for future career opportunities, resume building for future jobs or college applications, and interview practice.

The Children's Trust will lead this effort with support from Miami-Dade Beacon Council, Greater Miami Chamber of Commerce, and governments involved with GM&B by encouraging and celebrating companies, anchor institutions, and GM&B municipalities that contribute to the programs financially, participate in career-based mentoring programs, and offer paid high school internships.

HOW THIS WILL HELP US

- ◆ Reduces neighborhood violence
- ◆ Lifts residents out of poverty
- ◆ Provides youth employment
- ◆ Improves youth graduation rates
- ◆ Improves industry/job diversification

PERFORMANCE METRICS

- ◆ Number of youths hired during summer and year-round programs
- ◆ Number of career mentoring matches

KEY COLLABORATORS

LEAD: The Children's Trust

- ◆ Big Brothers Big Sisters Miami
- ◆ Miami-Dade Beacon Council
- ◆ Greater Miami Chamber of Commerce
- ◆ Miami-Dade County Public Schools
- ◆ GM&B Municipalities

FUNDING

Partially funded by The Children's Trust, Citi Foundation, Cities for Financial Empowerment Fund, and other corporate sponsors.



SPOTLIGHT

THE CHILDREN'S TRUST

The Children's Trust is supported by a dedicated source of revenue derived from property taxes, established by voter referendum in 2002. Its mission is to partner with the community to plan, advocate for, and fund strategic investments that improve the lives of all children and families in Miami-Dade County. The Trust envisions a community that works together to provide the essential foundations to enable every child to achieve their full potential... Because all children are our children.





OBJECTIVE 7: ADVANCE PUBLIC HEALTH PRIORITIES

ACTION 28: BREAK THE CYCLE OF YOUTH VIOLENCE

HOW THIS WILL HELP US

- ◆ Reduces neighborhood violence
- ◆ Improves community cohesion
- ◆ Reduces duplication of services
- ◆ Improves individual well-being

PERFORMANCE METRICS

- ◆ Number of youth arrests reduced in each zip code
- ◆ Number of community and primary caregiver engagements
- ◆ School attendance rates

KEY COLLABORATORS

LEAD: Together for Children leaders

- ◆ Miami-Dade County Public Schools
- ◆ Miami-Dade County
- ◆ The Children's Trust

FUNDING

Partially funded by The Children's Trust, Miami-Dade County, and the Jorge Perez Family Foundation.



TIMEFRAME: SHORT-TERM (1-5 YEARS)

DESCRIPTION

Together for Children, launched in April 2016, aims to address known risk factors that lead to youth violence by effectively connecting youth and their families to neighborhood support, services, and other resources. Through collective engagement, this coalition has leveraged resources, experiences, and ideas to create data-driven, neighborhood action plans to address, reduce, and prevent youth violence. Over the next 5 years, Together for Children is committed to programs in targeted neighborhoods that will strengthen families, empower youth through access to opportunities, and protect the most vulnerable youth. The targeted neighborhoods are Homestead, Florida City, Naranja, Perrine, Richmond Heights, Overtown, Liberty City, Miami Gardens, Opa-locka, Little Haiti, North Miami, and North Miami Beach. GM&B commits to supporting the priorities outlined in the neighborhood action plans developed by Together for Children by connecting with program staff and resources, assisting with progress, and by improving communications along the social services spectrum.

Together for Children's collective impact model ensures that funded initiatives serve both youth and their families and maximize resources by eliminating duplication of referrals and programming offerings. Together for Children and its partners will develop a specialized data system that will lead to refined metrics and data collection processes that will work to correlate the relationship of collective engagement of community with community safety. The data system developed for this action will build on best practices related to data sharing and big data decision making.



ACTION 29: RESPECT OUR ELDERERS

OBJECTIVE 7: ADVANCE PUBLIC HEALTH PRIORITIES



HOW THIS WILL HELP US

- ◆ Improves community cohesion
- ◆ Attracts state and federal funding
- ◆ Lifts residents out of poverty
- ◆ Improves individual well-being

PERFORMANCE METRICS

- ◆ Priority list of resilience-related planning groups established
- ◆ Percent of prioritized groups receiving age-friendly orientation
- ◆ Number of cities participating in the AFI

KEY COLLABORATORS

LEAD: United Way of Miami-Dade

- ◆ Miami-Dade Age Friendly Initiative
- ◆ Florida Department of Health - Miami Dade
- ◆ Health Foundation of South Florida
- ◆ Association of American Retired Persons
- ◆ Urban Health Partnerships

FUNDING

Partially funded.

TIMEFRAME: SHORT-TERM (1-5 YEARS)

DESCRIPTION

To ensure long-term resilience is relevant to long-term population shifts, GM&B will facilitate a review of Miami-Dade County's Age Friendly Initiative (AFI) to identify opportunities for raising awareness about aging population and population shifts, understand implications related to long-term planning, and expand opportunities to engage with AFI. Examples of possible engagement opportunities may be assigning an AFI liaison (for updates and opportunities) to support governments, signing the Age-Friendly Pledge/Mayor's Challenge, or adopting "older adults in all policies" practices. Expanding age-friendly efforts is uniquely important in the GM&B region because of its culture of multigenerational living.

In 2017, Miami-Dade County received official designation as a member of the global Network of Age Friendly Communities by Association of American Retired Persons (AARP) and World Health Organization (WHO). The application for this designation was submitted by Miami-Dade County and facilitated by Miami-Dade's County AFI. This designation reflects a collaboration that supports making our community age friendly, per the World Health Organization framework. The Network of Age Friendly Communities designation means that the GM&B region has committed to addressing age-inclusion in the following domains: 1) housing, 2) transportation, 3) outdoor spaces and buildings, 4) civic participation and employment, 5) community support and health services, 6) communication and information, 7) social participation, and 8) respect and inclusion.



OBJECTIVE 7: ADVANCE PUBLIC HEALTH PRIORITIES

ACTION 30: UPDATE THE SOCIAL SERVICES MASTER PLAN

HOW THIS WILL HELP US

- ◆ Creates community wealth
- ◆ Improves public realm
- ◆ Improves community cohesion
- ◆ Streamlines government processes
- ◆ Expands access to health services

PERFORMANCE METRICS

- ◆ Dollars secured to complete update

KEY COLLABORATORS

LEAD: Miami-Dade County

- ◆ GM&B
- ◆ Community-Based Organizations

FUNDING

Partially funded by Miami-Dade County; requires matching funds.

TIMEFRAME: SHORT-TERM (1-5 YEARS)

DESCRIPTION

Miami-Dade County's Social Services Master Plan (SSMP) creatively and comprehensively helps leverage and link Miami-Dade's considerable investments in the areas of economic development, social welfare, housing affordability, education, and other health and human services systems. The SSMP was last updated in 2001. GM&B has identified updating the SSMP as a key action item as the strategies and issues in the plan are outdated. Miami-Dade County allocated \$200,000 in its FY 2018-2019 budget towards updating the SSMP and will work with GM&B and other social service stakeholders to attract the funding needed to complete a comprehensive review and update of the SSMP.

The SSMP addresses social services challenges to give Miami-Dade County citizenry an overall snapshot of the issues and challenges, goals, suggested steps for strategic action, and targeted results and outcomes. As part of updating the SSMP, Miami-Dade County will look closely at the evolving challenges that GM&B communities face, including the HIV/AIDS epidemic, opioid use, and youth violence. The updated SSMP will consider Miami-Dade County's community make-up, will assess how to best provide services, and will identify possible alignments with other community assessments, such as the Mobilizing for Action through Planning and Partnerships (MAPP) process. As part of creating a holistic approach in the updated SSMP, Miami-Dade County will review what services can be integrated to avoid duplication and to best meet citizen's needs in a comprehensive manner. An important consideration will be identifying linkages between people's needs, facilitating access to needed services, and providing those services comprehensively based on individual and neighborhood-level needs.



SPOTLIGHT

CONSORTIUM FOR A HEALTHIER MIAMI-DADE

The Consortium for a Healthier Miami-Dade (Consortium) was formed in 2003 by the Florida Department of Health in Miami-Dade County to address the rising rates of chronic disease in the county. With over 350 partners from various sectors—government, health, academic, nonprofit, and private—the Consortium works collaboratively to tackle the various health issues afflicting Miami-Dade County residents to ensure they live longer, happier, and healthier. Through its various committees, members work on the built environment, nutrition, physical activity, worksite wellness, and tobacco- and smoke-free environments.





CASE STUDY

INVESTING IN HEALTHY COMMUNITIES

Live Healthy Community Partnerships (LHCPs) are collective impact initiatives funded by the Health Foundation of South Florida to strengthen a community's capacity to collaboratively plan and carry out health strategies. LHCP launched in 2014, beginning with each community creating a community action plan that defined its health challenges and goals. This 6-year commitment is a strategic and systemic effort to reduce poor health outcomes by engaging community residents to improve public health indicators unique to each community. Two communities currently have funding: Little Havana and Miami Gardens. Each operates through its City government and is eligible for up to \$3.75 million in funding to implement projects.

Live Healthy Little Havana (Viva Saludable Pequeña Habana) aims to improve the health of this historic neighborhood by addressing social determinants of health with priorities in the public realm, education and employment, and housing. Past projects have focused on connecting community members with resources and services, increasing walkability and bikability, improving the public transit experience, and activating spaces for community recreation. Through the initiative, the City of Miami has developed a deeper understanding of and improved engagement with the Little Havana community and plans to use the lessons learned to scale the model to more neighborhoods throughout the City in 2020 and beyond.

Live Healthy Miami Gardens' goal is to improve conditions in the City of Miami Gardens to make it a healthier place to live, focusing on the following Health Impact Areas: alcohol, tobacco, and other drugs; healthy eating and improved nutrition; mental health; physical activity; and primary health care. Past projects have focused on strengthening organizational-level practices and policies around physical activity and nutrition, reducing the stigma of mental illness and connecting community members to behavioral health resources, and encouraging the community to practice healthy behaviors. In 2018, the City of Miami Gardens was awarded an additional \$3.4 million over 5 years from the Centers for Disease Control (CDC) and Prevention to continue this work.

CASE STUDY

MOBILIZING FOR ACTION THROUGH PLANNING AND PARTNERSHIPS

The Mobilizing for Action through Planning and Partnerships (MAPP) process is a community-driven framework for improving community health. The process allows the examination of issues such as risk factors for disease, illness and mortality, socioeconomic and environmental conditions, inequities in health, and quality of life. MAPP is not an agency-focused assessment process; rather, it is an interactive process that can improve the efficiency, effectiveness, and ultimately the performance of public health systems. The MAPP process includes four community health assessments: local public health system, community themes and strengths, forces of change, and the community health status. These four assessments can help identify and prioritize health problems and facilitate planning and actions to address those problems. Facilitated by public health leaders, this framework helps communities apply strategic thinking to prioritize public health issues and identify resources to address them.

In 2018, the Consortium for a Healthier Miami-Dade began the assessment portion of the MAPP process, resulting in a list of challenges and opportunities that will be used by stakeholders to identify strategic health issues. By using MAPP, communities seeking to achieve optimal health can identify and use their resources wisely, considering their unique circumstances and needs, and form effective partnerships for strategic action.



OBJECTIVE 7: ADVANCE PUBLIC HEALTH PRIORITIES

ACTION 31: ADVOCATE FOR MENTAL HEALTH

HOW THIS WILL HELP US

- ◆ Reduces duplication of services
- ◆ Improves communication with residents
- ◆ Decreases chronic homelessness
- ◆ Reduces neighborhood violence
- ◆ Streamlines government processes

PERFORMANCE METRICS

- ◆ Number of individuals accessing community based treatment services
- ◆ Number of individuals diverted from the justice system
- ◆ Rates of recidivism to the justice system and acute care treatment settings
- ◆ Rates of housing admission and retention among chronically homeless individuals
- ◆ Number and outcome of mental health calls responded to by Crisis Intervention Team trained police officers
- ◆ Number of school faculty and staff trained to recognize signs and symptoms of mental health needs

KEY COLLABORATORS

LEAD: South Florida Behavioral Health Network, Inc.

- ◆ 11th Judicial Circuit Criminal Mental Health Project (Judge Leifman)
- ◆ Jackson Behavioral Health Hospital
- ◆ Miami-Dade County Homeless Trust
- ◆ Miami-Dade County Public Schools

FUNDING

Partially funded.

TIMEFRAME: SHORT-TERM (1-5 YEARS)

DESCRIPTION

To enhance existing programs and fill much needed gaps, GM&B will advocate, at the state and federal level, for more proportional per capita funding for evidenced-based mental health and substance abuse treatment services that will reduce costs to individuals and society. Greater Miami & the Beaches is home to the largest percentage of people with serious mental illnesses of any urban community in the United States. Yet, the State of Florida ranks near the lowest (48th out of 50) in per capita spending for publicly-funded treatment. Roughly 9.1 percent of Miami-Dade residents experience serious mental illnesses, however fewer than 13 percent of these individuals receive care in the public health system.

To better inform funding requests, South Florida Behavioral Health Network, Inc. will lead on developing approaches to determine both the societal cost of our current inadequate mental health and/or substance use treatment options, as well as the economic benefits of increased investments in evidence-based treatment programs. System performance measures will be identified to measure return on investment and ensure accountability for resources allocated because of GM&B's advocacy. In addition, advances in information technology and data analytics will be used to facilitate collaboration among providers of care and to ensure appropriate services are available when and where they are needed.

This work will also help GM&B secure the resources needed to fully operate the Miami Center for Mental Health and Recovery, a first-of-its-kind mental health diversion facility designed to serve individuals who are frequent and costly reoffenders to the criminal justice system, homeless continuum of care, and acute care medical and mental health treatment systems. The facility, to be operated by the South Florida Behavioral Health Network, Inc., will offer a comprehensive continuum of mental health, substance use, and serve as a focal point in the community for the development and dissemination of best practice standards in clinical care, education, research, and community outreach and advocacy.



SPOTLIGHT

SOUTH FLORIDA BEHAVIORAL HEALTH NETWORK

South Florida Behavioral Health Network is committed to improving the lives of people with mental disorders and addiction problems. The goal is to develop, implement, and refine a coordinated system of behavioral health care within the community that enhances prevention, treatment, and recovery. The vision of the South Florida Behavioral Health Network is to be a nationally recognized system of care for those at risk and affected by substance use and mental health illnesses.





ACTION 32: PILOT ARREST DIVERSION FOR OPIOID USERS

OBJECTIVE 7: ADVANCE PUBLIC HEALTH PRIORITIES



TIMEFRAME: IMMEDIATE (0-1 YEAR)

DESCRIPTION

While opioid addiction is a growing epidemic throughout GM&B, the City of Miami, as the urban core and host of many social services, is a natural magnet for illicit drug users and transactions. Of the 5,404 drug-related arrests in Miami-Dade County during the first 6 months of 2018, 2,351 of them occurred within the City of Miami. In addition, it is estimated that 40 percent of Miami's addict community is homeless. Through grant supported funds, Miami-Dade County, the City of Miami, and Jackson Behavioral Health Hospital (JBHH) recently launched a first-of-its kind arrest diversion program for individuals identified by police officers as having felony possession of opioids for personal use. This program is a major step forward, serving about 100 individuals a year over 3 years, but it will not produce enough new treatment capacity to help everyone in the throes of opioid addiction. Miami-Dade County, the City of Miami, and JBHH will seek additional support to provide more treatment capacity at JBHH and more dedicated long-term housing.

This arrest diversion program is based on the Law Enforcement Assisted Diversion program in the Seattle area, but is unique in its ability to legally bind participants, via voluntary opt-in, to direct substance abuse and mental health treatment services without having them enter the criminal justice system. Individuals who choose to participate in the 12-month treatment program sign a binding treatment agreement that admits them to JBHH for medically supervised withdrawal and medication assisted treatment, as well as mandated therapy and individual case management. If expanded, this arrest diversion program could be made available to other GM&B municipalities.

HOW THIS WILL HELP US

- ◆ Decreases homelessness
- ◆ Expands access to health services
- ◆ Improves individual well-being
- ◆ Streamlines government processes

PERFORMANCE METRICS

- ◆ Recidivism rate in target population
- ◆ Number of individuals served/year

KEY COLLABORATORS

LEAD: City of Miami Police

- ◆ City of Miami Human Services (Veterans and Homeless Affairs)
- ◆ Jackson Behavioral Health Hospital
- ◆ Behavioral Science Research Institute
- ◆ Miami-Dade County Opioid Addiction Task Force

FUNDING

Partially funded by the U.S. Department of Justice.



OBJECTIVE 7: ADVANCE PUBLIC HEALTH PRIORITIES

ACTION 33: ACCELERATE PROGRESS OF HIV/AIDS STRATEGY

HOW THIS WILL HELP US

- ◆ Expands access to health services
- ◆ Streamlines government processes
- ◆ Attracts state and federal funding
- ◆ Improves individual well-being

PERFORMANCE METRICS

- ◆ Percent decrease in HIV transmission rate within Miami-Dade County

KEY COLLABORATORS

LEAD: Florida Department of Health in Miami-Dade County

- ◆ Office of AIDS Central Office
- ◆ Ryan White Part A / Minority AIDS Initiative Program
- ◆ Care Resource Center
- ◆ University of Miami

FUNDING

Unfunded.



TIMEFRAME: SHORT-TERM (1-5 YEARS)

DESCRIPTION

Miami-Dade County has the highest rate of new HIV/AIDS infections of any city in the United States, with one in 85 adults living with HIV/AIDS. In September 2016, the Office of the Miami-Dade County Mayor, the Miami-Dade HIV/AIDS Partnership, and the Florida Department of Health established the Miami-Dade HIV/AIDS “Getting to Zero” Task Force as a means of mobilizing resources and expertise throughout the Miami-Dade community in a concerted effort to address the HIV/AIDS epidemic. The Task Force established a set of 16 strategic action recommendations aimed at addressing this major public health issue in a culturally competent manner, given Miami-Dade County’s large immigrant population, and the entire spectrum of HIV/AIDS issues. GM&B will help advance progress of this Strategy by engaging the entities and individuals championing broader, regional recommendations and creating connections with governments and key institutions to expand impact. Partnerships and actions will be informed by determining where, geospatially, HIV/AIDS is being transmitted and where those living with HIV/AIDS reside to make response as place-based as possible. In addition, the Florida Department of Health and stakeholders will align tactics with the National HIV strategy, “Ending the HIV Epidemic: A Plan for America.”



CASE STUDY EXPANSION OF AIDS DRUG ASSISTANCE PROGRAM

The Resilient305 action development process included obtaining ideas from the Founder and Medical Director of Infectious Disease Elimination Act (IDEA Exchange), Florida's first authorized syringe exchange program, as to how to reduce HIV incidences among people who inject drugs.

Resilient305 was able to connect the IDEA Exchange, whose focus is HIV prevention and linkage to care and treatment, to the Florida Department of Health to discuss how IDEA Exchange patients can reduce their viral load. One method is improving medical compliance by referring clients to and streamlining enrollment in the AIDS Drug Assistance Program (ADAP), which serves those with incomes below the federal poverty level and who are unable to afford antiretroviral medications. In addition, IDEA Exchange was informed about third-party prescription pickup and was authorized to pick up medication for seven of their clients, removing a barrier to medical compliance. In fact, IDEA Exchange stated that they "feel certain that this process is essential for keeping these clients compliant with their treatment." Through closer cooperation and communication, ADAP and IDEA Exchange have been able to better serve their common clients, taking advantage of the services already in place.



SPOTLIGHT

FLORIDA DEPARTMENT OF HEALTH IN MIAMI-DADE COUNTY

Florida Department of Health in Miami-Dade County is the local branch of the Florida Department of Health and has served the Greater Miami-Dade County community since the 1940s. The responsibilities of the DOH-Miami-Dade are to prevent epidemics and the spread of disease, protect against environmental hazards, prevent injuries, promote and encourage healthy behaviors, respond to disasters and assist communities in recovery efforts, and ensure the quality and accessibility of health services.





OBJECTIVE 7: ADVANCE PUBLIC HEALTH PRIORITIES

ACTION 34: ADVANCE PANDEMICS COMMUNICATION

HOW THIS WILL HELP US

- ◆ Enhances access to community-based interventions
- ◆ Improves natural disaster preparedness
- ◆ Streamlines government processes

PERFORMANCE METRICS

- ◆ Number of cases of locally transmitted mosquito-borne diseases

KEY COLLABORATORS

LEAD: Florida Department of Health

- ◆ Centers for Disease Control and Prevention
- ◆ Miami-Dade County
- ◆ City of Miami
- ◆ City of Miami Beach

FUNDING

Unfunded.



TIMEFRAME: SHORT-TERM (1-5 YEARS)

DESCRIPTION

The Zika Virus detected in Miami in 2016 was most likely brought to the region by unknowing travelers. GM&B was the first community experiencing the Zika virus known to successfully eradicate it and break the chain of Zika transmission, but the outbreak did reveal gaps in collective action and preparedness to deal with new pandemic threats. GM&B will work with the state and local Departments of Health, the Centers for Disease Control and Prevention, and other necessary stakeholders to reevaluate pandemic risks and determine how to continue to improve collective response in the case of a disease outbreak.

Going forward, climate change, urban densification, and globalization will all increase the GM&B region's vulnerability to disease pandemics. Miami's biodiversity and climate make it a hotspot for species that can carry and transmit viruses to humans (e.g., mosquitoes, bats, birds). In addition, high volumes of travelers, both domestic and international, put Miami at risk for disease interception. Pandemic threats can have broad, intersectional impacts, such as the economic impacts that came because of Zika. Other areas of potential impact could be tourism interruption, stress to existing healthcare systems due to patient surges, worker absenteeism, and mistrust of public infrastructure such as public transit. Assessing the current readiness status of GM&B will assist communities in determining resources and planning needs during a pandemic. Determining ways to improve community-wide immunity as well as identifying trigger points to activate pandemic response are crucial for preventing and addressing disease outbreaks. As a global community, GM&B must be ready to fight pandemics not only to protect residents but also to improve global immunity.



CASE STUDY ZIKA—FROM SHOCK TO STRESS

In August 2016, the Florida Department of Health (FL-DOH) confirmed two local Zika transmission zones: one in the Wynwood neighborhood of the City of Miami and the other in Miami Beach. This type of shock was new for the region and the two municipalities, along with Miami-Dade County, mobilized quickly with the assistance of state and federal partners. Internally, each entity pulled expertise and directed action across multiple departments; this was not an issue one department could take on its own. Daily calls with the FL-DOH, County, and surrounding jurisdictions took place to discuss mosquito trap counts, health-related information, and deployment strategies.

Staff canvassed the designated Zika Transmission Zones to identify mosquito breeding conditions, remediate concerns, and educate residents and businesses on ways to “Drain & Cover” and “Fight the Bite.” Resident outreach was key during this event as residents needed to feel informed and confident in the government response to maintain trust and ensure cooperation in cleanup and mitigation efforts. Standardized messaging, written in pamphlets and other materials, was sent and handed out Countywide to ensure the same information was provided to the public.

This collaborative approach was highlighted by the Centers for Disease Control and Prevention as a “best practices” model to build on for other municipal and county entities. Moving forward, the potential for mosquito-borne illnesses is a stressor that will be monitored.



OBJECTIVE 8: STRENGTHEN COMMUNITY RESPONSE

ACTION 35: INCREASE NEIGHBORHOOD RESPONSE

HOW THIS WILL HELP US

- ◆ Improves natural disaster preparedness
- ◆ Improves community cohesion
- ◆ Enhances community-based interventions
- ◆ Reduces duplication of services
- ◆ Expedites disaster recovery

PERFORMANCE METRICS

- ◆ Number of individuals CERT trained
- ◆ Number of trainings held
- ◆ Number of CERT trainings
- ◆ Number of CERT trained individuals residing in low-income neighborhoods

KEY COLLABORATORS

LEAD: Miami-Dade County

- ◆ City of Miami Beach
- ◆ City of Miami
- ◆ City of Miami Gardens Police Department
- ◆ City of North Miami Police Department

FUNDING

Partially funded by various grants.



TIMEFRAME: SHORT-TERM (1-5 YEARS)

DESCRIPTION

The Community Emergency Response Team (CERT) Program empowers communities and educates residents about disaster preparedness for hazards that may impact their area and trains them in basic disaster response skills, such as fire safety, light search and rescue, team organization, and disaster medical operations. There are near 5,000 trained CERT volunteers in Miami-Dade County. Miami-Dade County will work together with GM&B municipalities to GIS map and identify CERT gaps within GM&B to facilitate CERT programs, coordinate CERT teams, and provide training to CERT team leaders. Municipal CERT coordinators will identify high-need communities to place trainings and recruit where most needed. Miami-Dade County will maintain a master list of CERT-trained volunteers. In addition, Miami-Dade County will offer more diverse training opportunities (CERT+) for CERT trainees to allow them to expand their skillset.

Using the training learned in the classroom and during exercises, CERT members can assist others in their neighborhood or workplace following an event when professional responders are not immediately available to help. CERT members also are encouraged to support emergency response agencies by taking a more active role in emergency preparedness projects in their community. Increasing the number of CERT volunteers in the County and helping them organize into teams will increase neighborhood resilience and help build a culture of preparedness.



CASE STUDY WEST COCONUT GROVE CERT PROGRAM

The West Coconut Grove CERT team plays a critical role in the resilience of its neighborhood and serves as a model for future CERT teams. Led by a former City of Miami firefighter, the team is the County's largest and most active CERT team: it doubled its size between 2017 and 2018. The team meets once a month to maintain readiness. Its organizational structure, combined with its integral community connections, led to its highly successful first major deployment, responding to Hurricane Irma.

The week before the storm, members of the team met to divide their neighborhood into walkable areas so they could hand out storm preparation information and identify residents who were not evacuating. In conjunction with the Thelma Gibson Health Initiative, the team created a list of individuals who might need electricity for medical purposes as well as food and water to check on after the storm.

After the storm, the team got right to work. A designated central dispatcher coordinated communications and fed information from team members on the ground to support entities, as needed. In addition to door-to-door activity, the team also worked with local supermarkets and restaurants to fill the five local food banks and activate volunteers to help cook for hungry residents.



OBJECTIVE 8: STRENGTHEN COMMUNITY RESPONSE

ACTION 36: TIME TO VOLUNTEER

HOW THIS WILL HELP US

- ◆ Improves natural disaster preparedness
- ◆ Enhances community-based interventions
- ◆ Improves community cohesion
- ◆ Expedites disaster recovery

PERFORMANCE METRICS

- ◆ Number of volunteers registered on portal
- ◆ Number of organizations using the site to share opportunities
- ◆ Number of active volunteers

KEY COLLABORATORS

LEAD: United Way

- ◆ Participating GM&B Municipalities
- ◆ Community-Based Organizations in GM&B that assist with disaster relief

FUNDING

Funded by United Way.



TIMEFRAME: IMMEDIATE (0-1 YEAR)

DESCRIPTION

United Way recently expanded its online portal for recruiting and connecting with volunteers before, during, and after a disaster. The expanded function of the portal allows United Way to identify volunteers by special trainings and skills (e.g., medical, childcare, language, CERT). It also promotes training offered by Miami-Dade County, American Red Cross, and other partners. As of March 2019, there were over 1,200 volunteers registered to serve in the GM&B region. By June 2019, United Way will launch an additional upgrade to the portal that will allow GM&B municipalities and community organizations to post and promote volunteer opportunities in the GM&B region for disaster-related volunteer activities. The expanded capability will also streamline the processing of background checks.

Before hurricane season each year, United Way will kick off the season with a volunteer opportunity to help residents get prepared for the upcoming hurricane season. GM&B partners will support this action by promoting the volunteermiami.org portal to their residents and community-based organizations and by using the portal as a resource for their own volunteer needs.



SPOTLIGHT

UNITED WAY

United Way of Miami-Dade is the County Office of Emergency Management's official volunteer and donations arm before, during, and after a disaster. Before, during, and after Hurricane Irma, United Way supported the GM&B region by recruiting volunteers; raising money through Operations Helping Hands; collaborating with local restaurants to provide hot meals to first responders and people in need; coordinating efforts with Feeding South Florida, Salvation Army, the Fire Department, and Miami-Dade County to deliver food, water, and ice to numerous shelters across Miami-Dade County; and providing volunteers to distribute ice and support cleanup efforts at various locations throughout the GM&B region.





ACTION 37: PREPARE YOUR PROPERTY

OBJECTIVE 8: STRENGTHEN COMMUNITY RESPONSE



TIMEFRAME: SHORT-TERM (1-5 YEARS)

DESCRIPTION

The City of Miami will partner with public and private organizations to develop outreach content and events to assist property owners to understand their vulnerability to flooding and their options for reducing that risk. Information will be prepared and delivered in a manner that is easily digestible using the best available data. Given the unpredictability of future conditions, the City of Miami intends to communicate known uncertainties while still providing actionable solutions. Information on a variety of flood protection methods appropriate for different time horizons and budgets, along with options for financing, will be created and made available. Not only will this information be available online, it will be disseminated through workshops and outreach events throughout the City.

The goals of this action are to improve residents' preparedness for flood-related incidents, increase citizen's confidence in their ability to adapt to changing environmental conditions, and strengthen the lines of communication between local governments and residents. These outreach efforts also provide the opportunity for local governments to communicate local actions taken to address flooding (e.g., raising roads, installing pump stations, enhancing green infrastructure).

The City of Miami will determine the best mechanisms for keeping the distributed information up to date and will document the results of these tools and events to share best practices with GM&B municipalities.

HOW THIS WILL HELP US

- ◆ Reduces sea level rise and coastal flooding impacts
- ◆ Improves natural disaster preparedness
- ◆ Protects against storm-related impacts
- ◆ Improves communication with residents

PERFORMANCE METRICS

- ◆ Number of property owners attending events
- ◆ Number of unique visits to resources site
- ◆ Number of property owners who report acting based on resources provided

KEY COLLABORATORS

LEAD: City of Miami

- ◆ Miami-Dade County
- ◆ City of Miami Beach
- ◆ Mix of University, Private, and Nonprofit Partners

FUNDING

Partially funded by the City of Miami.



OBJECTIVE 8: STRENGTHEN COMMUNITY RESPONSE

ACTION 38: SUPPORT RESILIENCE HUBS

HOW THIS WILL HELP US

- ◆ Improves natural disaster preparedness
- ◆ Enhances community-based interventions
- ◆ Improves community cohesion
- ◆ Improves communication with residents
- ◆ Expedites disaster recovery

PERFORMANCE METRICS

- ◆ Number of resilience hub sites launched by end of 2020
- ◆ Number of residents visiting resilience hub month
- ◆ Number of residents served after a natural disaster

KEY COLLABORATORS

LEAD: Catalyst Miami, Inc.

- ◆ The Miami Foundation
- ◆ Miami-Dade County
- ◆ Participating GM&B municipalities

FUNDING

Partially funded by The Miami Foundation, Citi Foundation, Robert Wood Johnson Foundation, and CRUO Fund at Movement Strategy Center.



TIMEFRAME: SHORT-TERM (1-5 YEARS)

DESCRIPTION

Throughout Miami-Dade County, local governments and non-profits alike have been working towards improving connection and access to information and services that are vital to community building and personal resilience. To achieve this, a local community advocacy and empowerment organization, Catalyst Miami, Inc., has started to work with governments and community members to develop “resilience hubs” in five target communities: Hialeah, Homestead-Naranja, Little Haiti, Miami Gardens, and Overtown. GM&B will support and embrace the establishment of resilience hubs and will determine how to integrate operations across the region to best serve communities. An important aspect of the resilience hubs will be to establish clear communication pathways during disaster events to ensure community needs are met.

Resilience hubs will serve a crucial role in disaster preparation and response, but they will also operate year-round. They will offer connections to government initiatives, as well as their own programming and supplemental social services. Catalyst staff will serve as supplemental community liaisons and help entities connect with the individuals they serve. The model built by these resilience hubs can be replicated widely and used to address every neighborhood’s unique resilience challenges.



SPOTLIGHT

THE MIAMI FOUNDATION

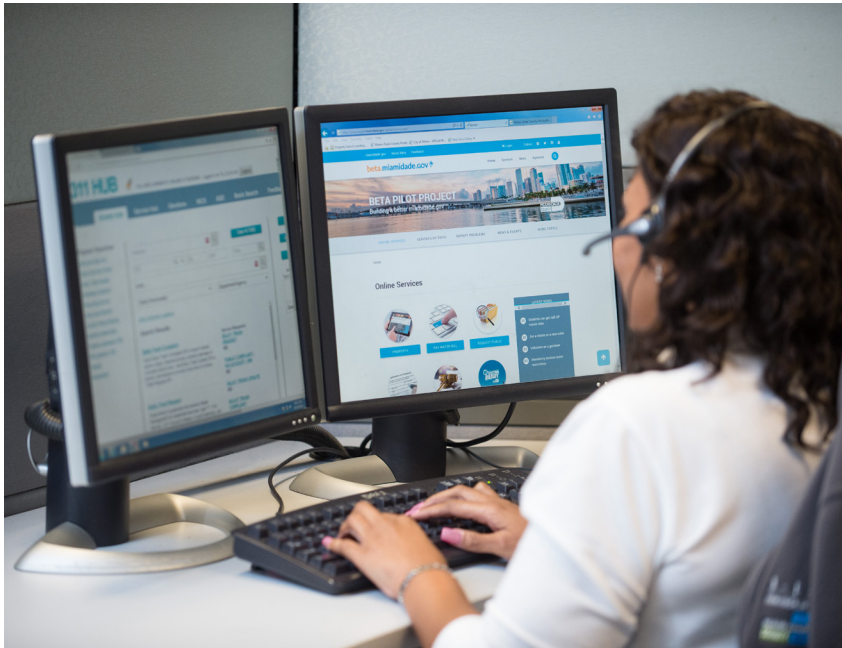
Since 1967, The Miami Foundation has served as the primary community foundation dedicated to improving the quality of life in Miami-Dade County. The Miami Foundation has invested more than \$300 million in grants and scholarships. Following Hurricanes Irma and Maria in 2017, The Miami Foundation awarded more than \$5.4 million to support organizations addressing key recovery needs in the GM&B region, enhancing long-term capacity of communities to be better prepared, supporting resilience hubs, and coordinating key multisector





ACTION 39: GET THE 311 ON RESILIENCE FOR THE 305

OBJECTIVE 8: COMMUNICATE THE CONCEPT OF RESILIENCE



HOW THIS WILL HELP US

- ◆ Improves communication with residents
- ◆ Increases understanding of resilience
- ◆ Streamlines government processes

PERFORMANCE METRICS

- ◆ Number of 311 calls related to key resilience issues
- ◆ Number of knowledge bases created about resilience

KEY COLLABORATORS

LEAD: Miami-Dade County

- ◆ GM&B

FUNDING

Funded through the existing Miami-Dade County budget.

TIMEFRAME: IMMEDIATE (0-1 YEAR)

DESCRIPTION

Miami-Dade County has a robust and well-developed 311 Contact Center that addresses questions and places service requests from callers; this center is an excellent resource that can be used by GM&B. GM&B will leverage the 311 Contact Center to distribute resilience-related information about relevant direct services and projects, as pertinent. To accomplish this, GM&B will provide the 311 Contact Center an informational script and FAQs designed to provide information about our shocks, stressors, actions, and services. This information will be made available to callers. GM&B will provide the initial information and provide an annual review and update of the information. The 311 Contact Center will also be a resource for launching new campaigns related to resilience actions; the information will be disseminated as messages that callers hear while waiting for an operator. The 311 Contact Center, in turn, will share important resilience data, such as information or service requests, that will be useful to GM&B for its resilience Strategy actions.



OBJECTIVE 9: COMMUNICATE THE CONCEPT OF RESILIENCE

ACTION 40: CREATE A K-12 PLAN FOR RESILIENCE LITERACY

HOW THIS WILL HELP US

- ◆ Increases understanding of resilience

PERFORMANCE METRICS

- ◆ Number of K-12 curriculum modules/courses per grade integrating climate change

KEY COLLABORATORS

LEAD: Miami-Dade County Public Schools

- ◆ Miami-Dade County
- ◆ South Florida Water Management District
- ◆ FIU School of Education and Sea Level Solutions Center
- ◆ The CLEO Institute
- ◆ Dream in Green

FUNDING

Unfunded.



TIMEFRAME: SHORT-TERM (1-5 YEARS)

DESCRIPTION

GM&B is committed to fostering a future workforce and citizenry that understands the causes and impacts of climate change on our natural and man-made systems and is prepared to lead in a new resilient economy. Miami-Dade County Public Schools, together with its multiple community partners, already has extensive climate change and environmental education built into its general and magnet school program curriculum. However, in recognition of South Florida's increasing development pressures, climate change impacts, and sea level rise, Miami-Dade County Public Schools will work with partners to augment its K-12 curriculum with lessons, projects, and experiential learning experiences that increase understanding of the region's complex water systems and challenges. The K-12 curriculum will encourage students to imagine how we might adapt our built systems and alter the way we design cities and buildings in the future. Climate resilience and sustainability literacy will be an increasingly critical 21st century career skill not just in the GM&B region, but globally. GM&B wants to inspire the next generation to begin building the cities of tomorrow.



CASE STUDY

NONPROFITS TACKLING ENVIRONMENTAL EDUCATION

There are several nonprofit organizations in GM&B dedicated to building literacy and grassroots engagement on climate change, water impacts, and resilience. A more informed and civically engaged public will help advocate for and generate policies that strengthen communities and support residents.

Active in South Florida for over a decade, **Dream in Green (DIG)** educates individuals about environmental challenges and eco-friendly behaviors. The DIG Academy focuses on building environmental literacy and stewardship in K-12 schools through STEM curriculum alignment, developing classroom activities for teachers, and funding student-led sustainability initiatives.

Since 2010, **The CLEO Institute** has been working to educate and empower all sectors of society on climate change basics. Its signature "Climate 101" trainings have been offered in the community since 2012. Past offerings have included training tailored for municipal staff members, elected officials, and homeowners associations.

Catalyst Miami, Inc. launched its CLEAR (Community Leadership on the Environment, Advocacy, and Resilience) Miami program in the fall of 2016. CLEAR Miami increases participants' understanding of climate resilience, ways to get involved in their communities, and the intersectionality of climate, environmental, and social issues.



SPOTLIGHT

MIAMI-DADE COUNTY PUBLIC SCHOOLS

Miami-Dade County Public Schools is the fourth largest school district in the United States, composed of 392 schools, 345,000 students, and over 40,000 employees. The school district stretches over 2,000 square miles to include diverse and vibrant communities ranging from rural and suburban to urban cities and municipalities. A truly global school district, its students speak 56 different languages and represent 160 countries. Superintendent Alberto M. Carvalho has led the school district since the fall of 2008. During his tenure, the district has received state and national recognition for unprecedented increases in student achievement and graduation rates.





OBJECTIVE 9: COMMUNICATE THE CONCEPT OF RESILIENCE

ACTION 41: SEE IT TO BELIEVE IT

HOW THIS WILL HELP US

- ◆ Improves communication with residents
- ◆ Increases understanding of resilience
- ◆ Enhances community-based interventions
- ◆ Improves natural disaster preparedness

PERFORMANCE METRICS

- ◆ Number of organizations using the graphic visuals

KEY COLLABORATORS

LEAD: Miami-Dade County Cultural Affairs

- ◆ Knight Foundation
- ◆ City of Miami Beach

FUNDING

Public arts contest is unfunded.

TIMEFRAME: IMMEDIATE (0-1 YEAR)

DESCRIPTION

In the GM&B region, we want resilience to be more than a word. We seek to create a culture, behavior, and a way of being that incorporates resilience. The concept of resilience is complex— the term is wide-reaching and means different things to different people. The GM&B seeks to create an emotional understanding and connection to resilience through the arts. The region is home to a vibrant and strong artistic world, with more than 16 million people attending cultural events each year. The GM&B can build on the presence of this artistic world to increase resilience by visually and emotionally connecting with people of all ages across our diverse cultures and neighborhoods.

GM&B will support several organizations in creating visuals—infographics, photos, and short video vignettes—to explain resilience in all its facets. These visuals will be created in a form that can be easily shared through multiple channels, from social media to church programs. The content of the visual will be appropriate for multiple audiences, including governments, community organizations, schools, and other venues. The visuals will be created by local artists and will rise organically in response to local resilience challenges and solutions.

GM&B will support the work of the Miami-Dade Cultural Affairs Department to host a public art contest to provide a non-predictable, perhaps controversial view of Resilient305. The winning materials from this contest will be added to the suite of "resilience visuals" available for use throughout the GM&B region. If successful, this contest could become an annual contest. Possible funding sources may include integrating with existing funding streams for arts and culture, cultural affairs grants, tourist development grants, and local grants for placemaking.



SPOTLIGHT

THE MIAMI-DADE COUNTY DEPARTMENT OF CULTURAL AFFAIRS

The Miami-Dade County Department of Cultural Affairs and its volunteer advisory board, the Cultural Affairs Council, support cultural excellence, diversity, and participation throughout Miami-Dade County by strategically creating and promoting opportunities for our community's thousands of artists and not-for-profit cultural organizations and their audiences. The Department and Council provide grants and technical assistance to cultural organizations and individual artists; develop and improve cultural facilities; create and advance arts education, public information, and outreach programs; advocate for effective cultural policies and for more public and private resources to invest in cultural development; and promote and market our cultural





CASE STUDY

MIAMI BEACH ART IN PUBLIC LIFE RESIDENCY

The Arts South Florida has partnered with the City of Miami Beach to offer an Art in Public Life residency focused on the challenges of climate change, sea level rise, and broader resilience. Community engagement is a central element in the work of visual artist Misael Soto, who has been selected as the first artist in residence. This year-long residency has been funded by the Knight Foundation and has the potential to extend an additional year.

Through this residency, Misael has been focusing on sea level rise, its economic and social consequences, and other challenges faced by many cities in the 21st century. Misael's first installation was entitled "Sand Amphitheater, Theater, Arena." This project was located at Collins Park (2100 Collins Avenue). From October 28 through November 17, Misael brought together City staff and community volunteers to fill and build in three sections an amphitheater using over 11,000 sandbags. The installation hosted diverse programming at each stage of its construction. Programming included panel discussions on Miami Beach's history and environment, films, poetry, and music. All programming used the theme of sand as a jumping off point and lens to better understand the past and future of the city.

Misael's creative practice is engaging the community in new and innovative ways and is creating new avenues for dialogue and exchange around the challenges faced by the City of Miami Beach. Projects such as "Sand Amphitheater, Theater, Arena" bring together a diverse group of stakeholders that are engaged through active participation in the actual installation's construction and the programming.



1. Holoscenes by Lars Jan. Photo: Eli Abasi



2. Holoscenes by Lars Jan. Photos by Eli Abasi



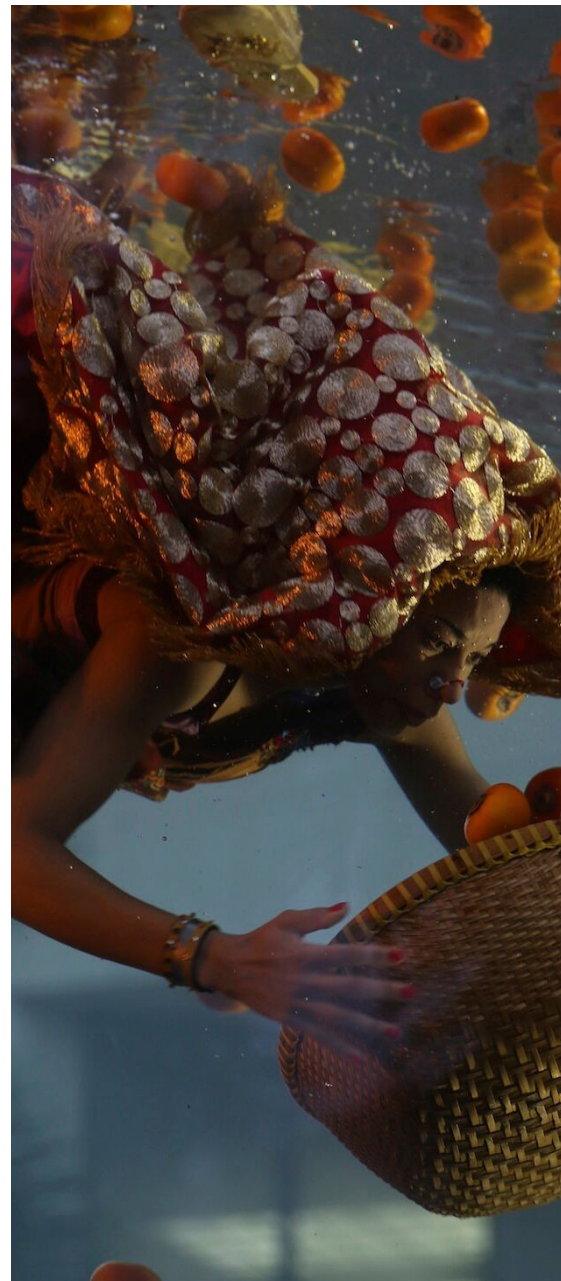
4. Diatomaceous Earth by Lee Pivnik



6. Anhinga in Calvary Cabin by Deborah Mitchell.



3. inverse condo bend by AST Collective



7. Holoscenes by Lars Jan. Photo: Eli Abasi



5. Terrafish by Felice Grodin. Photo: Christian Bonet

CLIMATE CHANGE INSPIRED ART



8. Climate Change Is Real by Andrea Bowers. Photo: Artist and Andrew Kreps Gallery.



9. Holoscenes by Lars Jan. Photo: Eli Abasi



10. Sinking Everglades by Lucinda Linderman



11. The Bubble Pops Project by Laurencia Strauss

The GM&B region is booming with arts, culture, and creative people. Many local and international artists have been inspired to create works that confront the challenges of a changing climate on our community. GM&B recognizes a few here as encouragement to artists to reach diverse audiences, advance our public discourse, and strengthen our communities.



12. Joe Browder's Snake Bite, by Deborah Mitchell.



13. National Water Dance 2018 by Dale Andree. Photo: Mitchell Zachs.

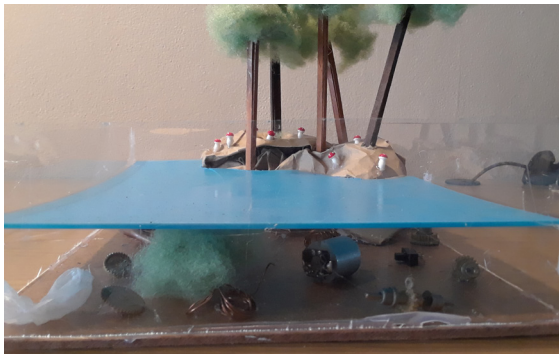


14. Underwater HOA by Xavier Cortada. Photo: Village of Pinecrest.

CLIMATE CHANGE INSPIRED ART



15. National Water Dance 2018 by Dale Andree. Photo: Mitchell Zachs.



16. Water Pollution by Isabella Senatore



19. Oracle by Alexander Zastera. Photo: Roberto LaTorre.



17. Self Portrait, Big Cypress Everglades by Simon Faithfull.



18. Anthropocene Extinction by Reinier Gamboa, Linda Cheung. Image courtesy of Before It's Too Late.



20. Reenactment For A Future Scenario #2: Cape Romano by Simon Faithfull. Photo: Artsail