

## **Miami: Leadership in a Global Community<sup>i</sup>**

*I had assumed somebody was working on it. I asked around and found that nobody was working on it. There were a lot of dedicated people, but no money and no plan ...The missing element was leadership.*  
– Alvah Chapman, former president of Knight-Ridder, Inc., and long-time Miami-Dade County resident

On March 15, 2011 residents of the greater Miami metropolitan area made their voices heard by voting to recall Miami-Dade County mayor Carlos Alvarez.<sup>ii</sup> Alvarez was removed from office by the largest municipal recall election in U.S. history. The results were overwhelming; 88% of voters cast ballots in favor of recalling the mayor.<sup>1</sup> The historic recall was precipitated by voters' dissatisfaction with a number of factors including the construction of a new \$515 million Marlins Baseball Stadium built in large part with tourism tax revenues, the exorbitant and untimely raises given by the Mayor to his top aides, and a 14% increase in the property tax rate, all of which occurred during a crippling recession that caused many of the county's citizens to lose their homes. The recall election was spearheaded by wealthy local businessman Norman Braman who energized a grassroots effort for the Mayor's removal. In just a few weeks 114,000 signed the petition for the special election, more than double the 50,000 required.<sup>2</sup> The people had spoken loud and clear: it was time for a change in Miami-Dade County.<sup>iii</sup>

Selecting a new mayor would prove more challenging. After a strongly contested election with 11 candidates aligned along different ethnic and culturally defined platforms, the two top candidates – both Cuban-Americans—faced off in a runoff three months later. County commissioner and former Miami City Manager Carlos Gimenez was elected by a slim margin, with 51% of the vote, over Hialeah Mayor Julio Robaina. The newly elected Gimenez had a little more than a year before the August 2012 primary to address the host of challenges facing Miami and gain the trust of his constituents who expected him to be an agent of change and reform. Miami residents were well aware of the chaotic economic and political situations facing their community and were concerned whether the region would ever be able to reach its full potential as a dynamic global competitor. (Exhibit 1)

Along with Gimenez, community leaders looked for solutions to the challenges facing greater Miami and sought opportunities for growth and renewal. In January 2012 leaders from the business, civic, and education

---

<sup>i</sup> This case was prepared by Professors Kenneth Lipartito, and Modesto A. Maidique, with the assistance of Dr. Mayra Beers, and research associate Candace Atamanik, at Florida International University.

<sup>ii</sup> The authors acknowledge Harvard Business School Professor Rosabeth Moss Kanter, HBS Research Associate Matthew Bird, and Harvard College student Max Novendstern for their contributions to conceptualizing the issues discussed in this paper and gathering background information. They also thank FIU Professors Dario Moreno and Carol Damian for their contributions, Frank Nero and Jaap Donath of the Beacon Council for their comments and suggestions, and Noemie Delfassy and Alma de Rojas for their research assistance.

<sup>iii</sup> Miami, Miami-Dade, and Greater Miami are terms used interchangeably throughout this case to represent the Greater Miami metropolitan area. Specific references to the City of Miami and Miami-Dade County are so designated.

sectors would convene on the campus of Florida International University to identify the major roadblocks facing the city's development and to discuss possible approaches for capitalizing on Miami's greatest opportunities. As the group prepared to gather, the fate of Miami's future rested on whether it could leave its fragmented past behind and move forward into the 21<sup>st</sup> century as a viable and dynamic global community.<sup>iv</sup>

---

## A History of Opportunity and Renewal

Starting in the 1870s, investors and developers from the northern United States, attracted by inexpensive land and warm weather, moved to the sparsely inhabited region on the southern tip of Florida, claiming land titles and establishing homesteads. Bahamian fishermen also arrived with hopes of prosperity and security on the frontier at the edge of the Florida wetlands. Many visionary pioneers and entrepreneurs were among the earliest residents. William and Mary Brickell arrived in 1871, quickly becoming successful traders and real estate investors. The entrepreneurial Julia Tuttle moved to the area in 1891 and purchased a 640 acre citrus plantation at the mouth of the Miami River.<sup>3</sup>

At the same time, big business took notice of the region. Henry Flagler, a partner in John D. Rockefeller's Standard Oil Company and the owner of the Florida East Coast Railway, was extending his railroad down Florida's coast. By 1894, the railway had reached as far south as West Palm Beach. During the following year, Florida experienced two devastating freezes that decimated the state's profitable citrus crops. Because of its southernmost location, Miami was unaffected by the freezes and Tuttle's was the only citrus fruit that made it to market that year. Convinced of the potential profits, Flagler agreed to extend his railway to Miami in exchange for a 100 acre tract of land from Tuttle and the Brickells. That land would be used to lay the foundations for a community on both sides of the Miami River and build a grand hotel near the confluence of the river and Biscayne Bay.

The first of Flagler's trains entered Miami on April 13, 1896. Shortly thereafter the decision was made to incorporate and organize a local government. Named after the Tequesta Indian word for "sweet water" (referring to the river that emptied into Biscayne Bay at that point), on July 28, 1896, the City of Miami was incorporated with approximately 300 voters casting ballots, including at least 100 registered black voters.<sup>4</sup> For the next two decades, Miami attracted ever increasing numbers of residents and enterprising entrepreneurs who searched for new and profitable opportunities. (Exhibit 2)

After World War I, the construction of new highways paved the way for an unprecedented building boom in Miami. Speculation brought people from all parts of the nation in search of quick wealth in the rapidly expanding Florida real estate market, with Miami as its epicenter. In addition to the land boom, local authorities turned a blind eye to gambling and did not strictly enforce Prohibition. In such an open environment, Miami's population quadrupled in the 1920s and the real estate boom persisted with the development of luxurious Miami Beach by Carl Fisher, Coral Gables, the upper middle class "city beautiful" planned by George Merrick, and the urban spaces of middle class Opa-Locka and Hialeah founded by aviator

---

<sup>iv</sup> Background information for this case was provided in part by interviews with 18 local Miami community leaders that were conducted by Dr. Kenneth Lipartito and Dr. Modesto A. Maidique between August and November 2011. Participants in this research are quoted throughout the paper. For a complete list of interview participants, please see Appendix.

Glenn Curtiss. The new neighborhoods, along with a network of streets and roads, laid the foundation for the future Miami-Dade County.

In the summer of 1925, as the boom neared its zenith, nearly 1,000 subdivisions were under construction in Miami and speculators were selling lots in the surrounding area for unimaginable profits. The annexation of Lemon City, Coconut Grove and other now historic communities expanded the size of the city from 13 to 43 square miles. The population swelled from 30,000 residents in 1920 to 200,000 by 1925. This rapid expansion illustrated Miami's emerging status as a major U.S. metropolitan area.<sup>5</sup>

The following year, a devastating hurricane stalled the area's swift growth. After the storm passed, the Red Cross reported 372 casualties and over 6,000 injured. Damages in 1926 dollars were estimated at \$105 million, which would be more than \$100 billion in 2010 dollars.<sup>6</sup> While Miamians were determined to rebuild, the burst of the housing bubble and the stock market crash of 1929 brought speculation to a grinding halt. By 1930, after the Depression had set in, at least 26 Florida cities, including the City of Miami had gone into default on their bonds.<sup>7</sup>

A perpetual boomtown, Miami was able to reinvent itself and survived the Great Depression with the help of its emerging aviation industry in the late 1930s. Pan American Airways and Eastern Airlines established their headquarters in the area to service Latin America and the Caribbean and tourists replaced speculators during the second half of the decade. As a result, Miami became one of the busiest ports of entry for foreign visitors to the U.S. and would remain a leader in subsequent decades.<sup>8</sup>

World War II brought a new prosperity to Miami-Dade County as it became a huge training base for thousands of servicemen both national and foreign. Many soldiers who trained in Miami returned after the war to establish their homes and start families. Famous Miami Beach hotels such as the Fontainebleau and the Eden Roc opened their doors on Collins Avenue, attracting crowds from around the world.<sup>9</sup> The groundwork was set for growth and affluence and the ever-evolving boom and bust rhythm of Miami's development seemed to suit the fluidity of its citizens and the transient culture.

The resort feel of Miami during the fifties gave way under the pressure of a dramatic influx of immigrants beginning in 1959. With the Cuban Revolution and the resultant arrival of hundreds of thousands of Cubans to the United States, Miami's demographics shifted from having a few foreign-born residents to a plurality of immigrants in a very short span of time.<sup>10</sup> The Cuban immigration was followed by waves of new residents from throughout Latin America and the Caribbean in subsequent decades. The demographic change also shifted Miami's economy from tourism to services and finance focused on the significant Latin American trade. Immigrants of Hispanic origin founded small import and export companies, banks, and transportation and service companies. By 1990 there were more than 25,000 Hispanic businesses in Miami-Dade County, and they became a powerful economic force.<sup>11</sup>

### **Ethnic Fragmentation**

The economic and demographic shift also fueled a growing ethnic and cultural divide. Before the 1960s, Miami's population consisted largely of black and white migrants and their descendants, which included large numbers of Jewish retirees, Bahamians, and Caribbean blacks.<sup>12</sup> From its inception, African-Americans were an integral part of the rise of Miami. They represented a third of the voters present during the incorporation of the City of Miami in 1896. African-Americans participated in the economic rise of the region by providing labor for farming and the construction of railroads, highways and buildings, and enhanced Miami's cultural diversity. During that time, however, racial segregation was prescribed both by law and custom. Even the beaches were clearly separated by race. Fueled by this segregation, the largely African-American community

of Overtown, situated just north of Miami's downtown, developed a unique identity and a sense of pride in its people.<sup>13</sup>

With the enactment of civil rights legislation in the 1960s, members of Miami's African-American community experienced upward mobility and sought a stronger political voice. At the same time, in Miami they also witnessed the disintegration of the Overtown cultural center as state and federal officials made way for the construction of Interstate Highway 95 and the Florida 836 Expressway. Many Overtown residents felt neglected by their civic leaders who failed to address the worsening poverty and degradation problems in their neighborhoods. There seemed to be some progress made after decades of civil struggle when schools were finally desegregated in the 1970s.<sup>14</sup>

In May 1980, however, long-simmering economic and social tensions erupted into one of the most violent race riots in the country following the killing of black resident Arthur McDuffie by six white Miami police officers. All six officers were acquitted of manslaughter and evidence tampering by an all-white, all male jury. The acquittals led some 5,000 African-Americans to march from Liberty City to the Dade County justice building. The march escalated into violent rioting, looting, and burning of white-owned businesses, the death of eighteen people and the deployment of 3,000 National Guard troops. In the aftermath of the violence, Dade County commissioners agreed to a \$1.1 million settlement with the McDuffie family in exchange for the dropping of \$25 million civil lawsuit against the county, but the settlement did little to comfort either his family or the African-American community, who perceived the failure of the justice system.<sup>15</sup> (Exhibit 3)

In the decades that followed the 1980 riots, the challenge of being an African-American in Miami remained significant and at times prompted middle class blacks to leave the city. As recently as 2007, a study conducted by Florida International University professor Dario Moreno found that 30% of black Miami-Dade residents planned to move to other cities to the north such as Tampa or Atlanta. The study reported high levels of pessimism over the future of black youth in Miami: 46% of respondents said the prospects for young African-Americans were poor or unsatisfactory. "Miami-Dade County over the last 30 years has only made modest progress toward the goal of eradicating the economic and social disparity between the black community and the Miami Dade community-at-large," the report concluded.<sup>16</sup>

While the 1960s brought mixed prospects for African-Americans in Miami, during that same decade close to 400,000 refugees from Communist Cuba fled to the United States via Miami, adding a new twist to the economic and political dimensions of the region.<sup>17</sup> Cuban immigrants settled into the Riverside neighborhood in the heart of the city, which became known as "Little Havana," and quickly got to work. Many, such as Carlos Arboleya, former Vice Chairman of Barnett Bank, noted that "The Cuban exile community was important in lighting the flame of Miami's growth and development." Cuban integration into the community was less than seamless, however, as the school system struggled to educate thousands of Spanish-speaking Cuban children and the surge of Cuban workers caused increased competition for unskilled jobs.

Immigration from Cuba continued in the 1970s with over 260,000 new arrivals. The famous Mariel Boatlift of 1980 brought an additional 150,000 Cubans to Miami in a matter of a few months, further changing the social, cultural and economic makeup of the city. Mariel Cubans were not as well educated as those who had preceded them, and included convicted criminals evacuated from Cuban prisons directly into departing boats.<sup>18</sup>

The rapid pace of change and the sometimes violent patterns of urban life in the late 1970s pushed more and more Miami residents into parochial neighborhoods and prompted the development of gated

communities. At the same time, Miami also experienced an increase in immigrants from Haiti, following the collapse of the Duvalier dictatorship in the late 1980s. As the Haitian-born population grew from 92,000 to 225,000 during the 1980s, the area known as “Little Haiti” emerged.<sup>19</sup> Vocal critics in the community protested the preferential treatment given to Cubans versus other immigrants. Because Cuba was a Communist nation, all Cubans who reached U.S. soil were automatically granted political asylum under the 1966 Cuban Adjustment Act, and later the “Wet Foot, Dry Foot Policy” (1995).<sup>v</sup> There were no equivalent policies for members of other national groups, however, even if they were fleeing devastating natural, political or economic circumstances. Citing preferential treatment of Cubans, several large protests followed the arrival, detainment and repatriation of Haitians during the 1980s and 1990s. The differential immigration policies bred racial polarization and profound resentment among Miami’s many ethnic groups.<sup>20</sup>

By the time of the McDuffie riots in 1980, Miami was the only Metropolitan Statistical Areas (MSA) in the United States with no majority ethnic group. Instead, there were three large minorities: non-Hispanic whites, Hispanics, and blacks. Two decades earlier, only about 5% of Miami’s population was Hispanic, but by the year 2000, Hispanics constituted over 57% of the population and that same year non-Hispanic whites dropped to 24% of the population. From 1960 to 2000, Hispanics accounted for 90% of the population growth in Miami-Dade County and it was the first and only county in Florida with a Hispanic majority in 2000.<sup>21</sup> (Exhibit 4)

Some non-Hispanic whites, African-Americans, and members of other ethnicities chose to live primarily within their own ethnic communities, or left the area altogether rather than learn to adapt to the changing face of Miami. A 1981 *Time Magazine* article quoted a Miami native who left the city for Kansas: “I was going to be damned if I had to learn a foreign language to get a job where I had lived all my life.”<sup>22</sup>

There were, nevertheless, Miami institutions, such as the multicultural, multilingual public school system which succeeded in negotiating the new urban diversity. The Miami-Dade County school district was the nation’s fourth largest. When former New York City schools chancellor Rudy Crew arrived in Miami-Dade in 2004 as superintendent, Miami’s students were among the lowest ranked in the state in both reading and math proficiency. He focused on improving test scores by putting the district’s worst performing schools in “School Improvement Zones,” where students studied longer each day in small reading and math study groups after Crew’s departure. Although student performance in Miami-Dade remained slightly below state averages, test results and the proportion of students earning a high school diploma continued to rise under new Superintendent, Alberto Carvahlo. In efforts such as those pioneered by Cincinnati’s Strive partnership and the Louisville Education Summit, initiatives with non-profit organizations such as The John S. and James L. Knight Foundation and City Year, placed peer role models directly in Miami’s classrooms. Under Carvahlo’s leadership Miami-Dade’s graduation rates continued to climb and stood at 78% for the 2010-11 school year.<sup>23</sup> (Exhibit 5)

The collective nature of the school system presented a valuable opportunity to rally different entities around a common cause. Miamians seemed to agree that education was one of the few tools the community could leverage in order to improve its future prospects. Albert Dotson Jr., a prominent lawyer and public figure in Miami’s African-American community, argued that a strong educational system also lowered the risk of social conflict, pointing out that “schools are one of the few places left where large numbers of diverse citizens gathered each day to listen to what someone had to say.”

---

<sup>v</sup> U.S. Immigration Policy for Cubans which states that if they are caught at sea trying to enter the U.S. they will be sent back to Cuba, but if they reach U.S. soil they are permitted to stay in the country.

### **Municipal Isolationism**

The potential unifying effect of education nevertheless contended with a political system in Miami-Dade County that was disjointed and isolating. The county had expanded to 35 municipalities and included large unincorporated areas (UMSA) with no overarching system for implementing county-wide decisions. (Exhibit 6) Political fragmentation was a legacy of Miami's history. When the region was less populous and before the county emerged in the 1950s to play its role in public services, many services were provided by small municipalities. Over time, the multiplication of these political units decreased the effectiveness of government institutions. "The toothpaste is out of the tube," commented Frank Nero, President and CEO of the locally based economic development agency, the Beacon Council, "and it is impossible to go back and create a unified political structure." In an attempt to unify the different municipalities, on November 13, 1997, residents voted to change the name of the county from *Dade* to *Miami-Dade* to acknowledge the international name recognition of Miami and create a sense of cohesion in the county. Although this was intended to improve the county's image, it created some confusion over the difference between the City of Miami and the County of Miami-Dade and resulted in conflicts between city and county officials.<sup>24</sup>

As Miami grew larger and more diverse, citizens created even more municipalities, believing that their needs were not being well served by the massive county government. According to former City of Miami Mayor Manny Diaz, the most common reason for the incorporation of new cities came from residents' desire to have their own community police force. On the flip side, small municipalities with limited tax bases were unable to develop adequate infrastructure or create new sources of revenue to expand services. The inability to build economic drivers was a significant issue since the public sector remained the largest employer in the region by far. "Elsewhere the private sector sets the agenda, but less so here. Even private businesses can be highly dependent on public sector money given its size," explained Beacon Council president Frank Nero. (Exhibit 7)

### **A Civic and Social Divide**

Miami not only suffered from a fragmentation of community vision, it also faced a number of civic and social divides. Instead of coalescing around inclusive associations, Miamians participated in a multiplicity of professional bodies, each representing a single group. This multiplicity not only reflected the numerous ethnic cultures of the city, but also the many economic sectors and nationalities. The business community, for example, was represented by the Greater Miami Chamber of Commerce, the Coral Gables Chamber of Commerce, the Beacon Council, the Miami-Dade Chamber of Commerce, the Miami Convention and Visitors Bureau, separate chambers of commerce for the various foreign nationalities, and numerous other organizations structured by industry and type of business. The priorities of each of these associations focused on those issues most relevant to its members; the seaport for the large cruise ship firms or the airport for the import and export companies.

In addition, the population of Miami was extraordinarily mobile, with only 27% of Miamians born in the state of Florida, according to the 2000 U.S. Census. Miami also ranked high in the transience index: in a 1994 survey of the "100 most powerful people" in South Florida, only 17 individuals appeared in the same ranking a decade later; most others had left the region. As a city in constant flux, Miami lacked the well-established families and "old money" networks that frequently provided civic leadership and long-term engagement in other communities. Many of its residents were so-called "snowbirds," Northerners who escaped from the harsh winter climates to their South Florida homes. In 2000 it was estimated that over a third of homes in the city were not the owner's primary residence.<sup>25</sup> Former Florida Governor Jeb Bush (1999-2007) noted, "People come [to Miami] from elsewhere, but not to work or stay. This creates a lack of permanency and

accountability.” High mobility contributed to the city’s low ranking (51<sup>st</sup> out of 51 in the nation) in volunteerism, with a mere 15.2% of Miami residents reported volunteer work during 2008-2010.<sup>26</sup>

Another important factor hindering civic unity in Miami was the class divide and the sharp contrast between the very rich and the very poor. Among major U.S. cities, Miami was second only to New York in income inequality, measured as the share of people earning less than \$15,000 compared to the share earning more than \$200,000.<sup>27</sup> (Exhibit 8) Many of Miami’s residents were among the wealthiest in the nation. The 2000 U.S. Census recorded the highest per-capita income in Miami’s affluent Fisher Island neighborhood; the City of Miami ranked first as the richest city in the United States in terms of purchasing power and the fifth richest among 73 world cities in a study conducted by UBS in 2009.<sup>28</sup> Yet, the Miami metropolitan area also suffered from one of the lowest median incomes among large U.S. metro areas. (Exhibit 9)

In Miami-Dade County, 17% of the population lived below the federal poverty line in 2009 making it the fourth poorest urban area in the nation.<sup>29</sup> *Forbes* ranked Miami second in its 2011 “America’s Most Miserable Cities List” because of severe housing problems, high corruption and crime rates, and some of the longest commutes in the nation.<sup>30</sup> The differences in wealth and well-being were stark and debilitating. In Hialeah, a working class city, former Mayor Julio Robaina noted that only 30% of homes had a computer. To compensate for the lack of personal resources, public services in Hialeah included basic provisions such as computers in public places and municipal wireless networks that allowed constituents their only access to the Internet. In addition, the “Elevate Miami” project created during Mayor Manny Diaz’s tenure provided affordable internet access and computer literacy classes in public parks in collaboration with the parks department and Miami Dade College.<sup>31</sup> Although these programs provided some assistance for low-income residents, many Miamians remained woefully underserved.

Miami was often referred to as diverse, but this vast diversity of cultures, lifestyles, and attitudes made the city more insular than cohesive. The distinct histories of the different ethnic groups also bred mistrust and a lack of mutual understanding. Miami business and social structures allowed individuals to function primarily within one’s own group. African American leader H. T. Smith remarked that Miami was not a cross cultural city but a confederation, where everyone had “their place.” He viewed Miami as divided: a black Miami, a Cuban Miami, an Anglo or a Jewish Miami. “Tribalization” and fragmentation were the words often used to characterize the suspicion and fear that prevailed between Miami communities, preventing the melting pot from boiling away differences.

### Politics in Miami

Within communities, common sentiments provided solidarity and contributed to the insularity. In the 1970s, for example, Miami Cubans were united by the fact that they all shared feelings of contempt for Fidel Castro and communism, despite their differences in socioeconomic status.<sup>32</sup> In politics it was impossible for Hispanics’ political beliefs to be ignored, considering they made up 60.6% of Miami’s population according to the 2010 U.S. census.<sup>33</sup> Miami was one of the areas in the U.S. where Spanish was most predominant with 75% of Miami households spoke a foreign language, and 67% of residents spoke Spanish at home.<sup>34</sup> (Exhibit 10) Schools and universities offered programs for Spanish speakers; supermarkets, banks, restaurants, and even government offices provided information and assistance in Spanish. A large portion of advertising was in Spanish, and daily newspapers, radio and television stations catered to the Hispanic public. Hispanics provided a source of employment and economic development for the community, and were also a resource for political empowerment.<sup>35</sup> In 1985, Xavier Suarez was elected Mayor of Miami, becoming the first Cuban mayor of a major U.S. city. Thereafter, Cuban-Americans dominated Miami’s political system, given that approximately 50% of Miami’s voters were of Cuban descent.

The 1990s was a decade of rapid Cuban-American political empowerment. Cuban-American politicians controlled all the major governmental institutions in Miami. In 1993 they gained control of the county commission, winning seven out of the thirteen seats. A year later Cubans gained a similar majority in the Miami-Dade School Board, electing five out of the nine members. Cuban-Americans won mayoral races in all the county's major cities including formerly Non-Hispanic enclaves such as Coral Gables, Key Biscayne, and Miami Beach. Dominance in local government was so pronounced that since 1996 *only* Hispanics were candidates for Miami-Dade mayor.

The domination of Miami-Dade politics provided a base for Cuban-Americans to expand their influence in both Tallahassee and Washington DC. Beginning in 1989, Cubans were elected in three out of the four Miami-Dade County Congressional Districts and Cuban American legislators were able to influence state policy by rising to leadership positions in the state house and senate, as three out of the five State senate districts and eleven out of the fifteen State House Districts were won by Hispanics. Between 2000 and 2010, Cuban-Americans held some of the most important positions in the state legislature.<sup>36</sup> They significantly increased their role in national politics in 2010 with the election of Marco Rubio to the U.S. Senate and the accession of Ileana Ros-Lehtinen as chairwoman of the powerful Foreign Affairs Committee. Unlike Cuban Americans, however, the Haitian, Nicaraguan, Dominican, Puerto Rican, Columbian and Honduran populations in Miami had more difficulty finding a social and political voice. For example, the first Haitian elected to the Florida State Legislature was Phillip Brutus in 2000. (Exhibit 11)

Although providing an avenue for Cuban political advancement, Miami's government also witnessed a significant amount of misused power. Political scandals such as "Operation Greenpalm," an FBI investigation of bribery in 2001, revealed the widespread practice of Miami city officials requesting payoffs in exchange for contracts and other services. The investigation confirmed that doing business with city hall often required putting public officials on a "retainer" or hiring them as consultants. "The political system must be held accountable," argued former Governor Jeb Bush, "Currently, it serves itself more than it does the voters." Enhanced checks and balances for elected officials were needed, as were public gadflies to hold commissioners and mayors accountable, but these changes required the support of an informed and engaged citizenry who remembered promises made and promises broken. Weak civic engagement and weak governance rules were conditions that had inhibited strong leaders and reinforced a "business as usual" attitude among politicians.

Before 1996, for example, county commissioners received a mere \$6,000 annual salary, exerted substantial control in policy making, and were elected from single member districts. Miami county government shifted from at-large to district representation as the result of a ruling by U.S. District Judge Donald Graham in 1992. After the ruling, African-American and Hispanic citizens, who were often excluded from seats on the county commission in the at-large system, had the opportunity to elect their own representatives, who served districts with heavy concentrations of minority voters. The district system, however, gave county commissioners less of a stake in the overall health and well-being of the larger metropolitan region. Political success depended on delivering the goods to one's own constituency. Representatives of each district expected autonomy and deference on matters that affected their area, and stayed out of affairs within the districts of fellow commissioners. The result was a continued lack of overall coordination and planning, further adding to the fragmentation. "There is no going back [to the old system]" argued Miami Dade College President Eduardo Padron, who supported the move to increase minority representation in key institutions of government. Padron also acknowledged that the new system created structural impediments to leadership that encouraged political fragmentation.



Javier Alberto Soto, President and CEO of the Miami Foundation, which provides numerous grants and opportunities for Miami-Dade residents and organizations, agreed that political leadership in Miami often worked more by driving wedges than by unifying constituencies. “Some of this is structural,” he noted, “but there is a need for a political leader who can put Miami on the map so that people identify with Miami beyond their neighborhood or ethnic or national group.” Fragmented efforts diminished the impetus for public or private investments to spur innovation and growth. Voters tried to fill the leadership gap by enhancing the powers of the Miami-Dade county Mayor. The mayor was to be the elected official responsible for the overall well-being of the county. Traditionally (before 1996) the post of county mayor was largely a ceremonial position and the mayor’s real power was to preside over the County Commission. In 1996 voters expanded the mayor’s powers; the mayor was given the authority to appoint the county manager and veto commission resolutions. Under the so-called “executive mayor” form of government, however, the county manager was still the chief executive officer for the county. Two years later, in 1998, voters again expanded the powers of the office by making the mayor the county’s chief executive officer. The mayor was now a “strong” mayor responsible for the day to day administration of the county and the firing and hiring of all department directors. With the prospect of new, powerful mayoral leadership, Miami looked to address a number of persistent challenges.

### Miami Infrastructure

The challenges facing Miami proved daunting in a community of such diverse constituencies. According to the U.S. Census Bureau, the Miami-Fort Lauderdale metro area was the seventh most populous in the United States, with an estimated 5.5 million citizens in 2009. As the most populous county in Florida, Miami-Dade was a community of 2.5 million residents living in 35 municipalities with 104 spoken languages.<sup>37</sup> Over 50% of Miami-Dade residents were born abroad, with the large majority from Latin America.<sup>38</sup> (Exhibit 12)

Miami was also a renowned vacation destination that attracted people from around the world with its beaches, art deco architecture, nightlife, and energetic ambiance. More people visited Greater Miami in 2010 than ever before, when 12.6 million stayed overnight, evenly divided between international and domestic visitors.<sup>39</sup> The city itself seemed to be in constant evolution and played a leadership role in hemispheric finance, commerce, culture, media, entertainment, and the arts. By 2010, Miami ranked thirty-third in *Foreign Policy’s* “Global Cities Index,” which measures the influence of a city beyond its own borders and its integration with global markets, culture, and innovation.<sup>40</sup> (Exhibit 13) Other major business sectors included construction, information technology and telecommunications, leisure & hospitality, and financial services.

Needed investments for growth, such as expanded and improved infrastructure, could only be tackled by aligning multiple resources, including public-private partnerships. This necessary cooperation and coordination among special interest groups and municipal governments proved to be a major challenge in South Florida, where sentiments of competition, self-interest, and jealousy often prevailed. Mark Rosenberg, President of Florida International University, summarized the challenge: “There are so many institutions, organizations, groups and communities, each with its own focus and constituency, that any overall plan or strategy is a real challenge.”

Examples of failed collaborations in infrastructure development were frequent. In 2002, Miami-Dade residents approved a One Half Cent Charter County Sales Surtax to implement the People’s Transportation Plan. Over the following 25 years, the \$17 billion plan promised to build rapid transit lines to West Dade, Kendall, Florida City, Miami Beach and North Dade; expand bus service and routes; improve traffic signal synchronization to reduce traffic backups; improve major and neighborhood roads and highways, including drainage; and fund road and transportation projects.<sup>41</sup> The delays mounted and citizens grew weary of the numerous and lengthy debates among different transportation agencies while their day-to-day realities failed

to improve. The AirportLink, designed to connect the Metrorail with Miami International Airport (MIA), began construction in 2009 but plagued with delays, was not scheduled to open until spring 2012, well behind schedule. In addition, the two-year, \$16 million renovation of Biscayne Boulevard, the main thoroughfare to the commercial downtown and the seaport, was completed in July 2011 but fell short of expectations because of its limited access for pedestrians and bikers.

Despite its shortcomings, Miami-Dade Transit's operating budget and capital spending stood at a roaring \$800 million in 2010. In November of that same year, however, the Federal Transit Administration suspended \$182 million in grant payments to Miami-Dade Transit, citing concerns about the "effectiveness of internal controls" including improper accounting and a failure to document spending after a janitor in the Transit office found wads of cash and old checks totaling more than \$24,000 in the empty cubicle of a former employee.<sup>42</sup> Neither the various government agencies, nor the business sector, had provided a master plan for intermodal transportation, although connections between the airport, seaport and the city were obviously important to business operations and public mobility.

There were, nevertheless, numerous public-private collaborations to improve the city's infrastructure and strengthen Miami's standing as an international trade center. MIA continued to grow and expand as an international passenger hub and in 2010 set a record with 36 million passengers and ranked among the busiest airports in the U.S. Some 17 million international passengers traveled through Miami's airport that year making it second only to JFK airport in New York City. MIA freight operations were consistently dominated by FedEx and UPS. For both companies, MIA remained the main hub for cargo destined for Latin America (second in volume only to Memphis and Louisville, the respective headquarters of each company). With lucrative prospects for growth, numerous Asian, European, and Latin American companies, including LAN Cargo, established or strengthened their presence in Miami. In 2010 numerous infrastructure improvements at MIA opened including the North Terminal Improvement Project and the Miami Intermodal Center (MIC) connecting rail and bus lines and linking the airport to local and national mass transit.<sup>43</sup>

The Port of Miami also added to the international flavor and potential of the city. Passenger traffic at the Port of Miami, the "Cruise Capital of the World," hit an all-time high in 2010 with more than 4.3 million travelers embarking from Miami. As the number one cruise/passenger port in the world for more than two decades, the Port served the operations of such major cruise lines as Carnival, Royal Caribbean and Norwegian Cruise Lines. Living up to its designation as the "Cargo Gateway of the Americas," the port also remained the largest container port in the state of Florida.<sup>44</sup> Miami was also the United States' principal trade outlet with Latin America.<sup>45</sup> Ranked among the top 10 cargo ports in the United States, the Dante B. Fascell Port of Miami remained among the few ports in the world that could accommodate such significant numbers of both passenger and cargo ships. Construction on the Port of Miami Tunnel, at an estimated cost of \$1 billion, began in mid-2010. Along with numerous improvements to surface roads around the port, when completed, the Tunnel was expected to provide direct access between the Port and the city's main thoroughfares easing the cargo and automotive traffic congestion on the Port's access roads.<sup>46</sup>

According to Harvard Business School Professor Rosabeth Moss Kanter, Miami was a "city of connections" where international travelers gathered to "shop . . . [to] obtain medical services, make deals, and catch up on events" and where more and more wanted to invest.<sup>47</sup> It was also a leading communications hub for the western hemisphere. In 2007, Miami was ranked as one of the top-five best interconnected cities in the world, ahead of San Francisco, Chicago and Washington, D.C.<sup>48</sup> Terremark's flagship facility, the NAP of the Americas, established in 2000 as a data services business, became a leader in cloud computing. Headed by Cuban-born Manuel "Manny" Medina, Terremark became one of the most significant telecommunications projects in the world and received broad-based community support. The Tier-IV facility was the only facility

of its kind specifically designed to link Latin America with the rest of the world; 95% of all data traffic to Latin America is handled through the Miami headquarters, providing a unique convergence of telecommunications infrastructure.<sup>49</sup>

### The Arts

Adding another draw for international travelers and businesses, the arts in Miami have experienced impressive growth in a short period of time. By 2010, Miami-Dade County had more than 1,000 non-profit cultural organizations, thousands of practicing artists, performers and arts professionals. According to the Miami-Dade County Department of Cultural Affairs, the arts generated an impressive \$922 million in local economic impact; attracted international attention with thousands of world-class cultural events; were valued by more the 75% of local businesses as a key to their success; and provided accessible educational programming for thousands of children and families.<sup>50</sup>

The Knight Foundation engaged the community by bringing Miamians together through the arts and educational opportunities, and annually bestowed grants in the millions of dollars into the community. Knight Foundation funds helped nurture individual artists and organizations, aided cultural groups in adapting to changing trends and technologies and amplified cultural offerings. The Foundation's goal was to weave the arts into the fabric of the community. Widely respected for his leadership, both locally and nationally, Alberto Ibargüen was named President and CEO of the Foundation in 2005. His development of the Knight Arts Challenge, a five-year, \$40 million initiative to unite South Florida through the power of the arts, has played a key role in the development of Miami's creative class – providing the region's artistic visionaries with critical financial resources. (Exhibit 14)

Also leading efforts to foster community renewal through the arts was the National Foundation for Advancement in the Arts and its core program, YoungArts. Established by the late Ted Arison, the iconic founder of Carnival Cruise Lines, and his wife Lin, the Miami-based foundation assisted emerging artists at critical junctures in their educational and artistic development. Since its founding in 1981, YoungArts has nurtured the careers of thousands of young artists across the nation, further enhancing Miami's cultural reputation. The impact of donors such as the Arisons and Adrienne Arsht (ranked #39 on the top 50 donors list by the Chronicle of Philanthropy in 2008 for her \$30 million contribution to the Adrienne Arsht Center for the Performing Arts in Miami) reflected the potential of Miami trailblazers to transform the region through the power of the arts.

Developments in the arts propelled Miami's cultural scene to world class status. The establishment of Art Basel Miami Beach in 2002 attracted a new international group of collectors, artists and curators who "discovered" Miami. The new urban campus of the orchestral academy, the New World Symphony, and the rise in fame of annual events such as the Sony Ericsson Open, Winter Music Conference, South Beach Wine & Food Festival, Urban Beach Week, and the Mercedes-Benz Fashion Week were evidence of Miami's growing international cultural stature.

### Economic Development

Even with such successes in expanding access and developments in infrastructure and the arts, however, Miami's future depended more critically on its ability to not only serve as a transfer point for goods and services, but also to add value by growing and attracting new businesses. In November 2011, Miami-Dade County's unemployment rate stood at slightly more than 10% (seasonally adjusted), compared to 8.6% for the country.<sup>51</sup> Miami continued its transition from an economy centered on tourism and real estate to one based in finance and commerce by attracting new businesses and developing homegrown entrepreneurs to

boost the availability of skilled, high paying jobs in the region. As the economy became more globalized, Miami competed with cities around the world for those workers and businesses. To firms willing to relocate to the area, Miami offered a secure airport and sea port, competitive financial services, and an abundance of social amenities. By 2010 Miami was home to approximately 1,000 multinational companies and 41 international banks as well as 71 foreign consulates and 20 trade offices but diversifying the economy proved to be a long-term issue.<sup>52</sup> Armando Codina, CEO of Codina Partners and a prominent real estate developer who built most, if not all, of the area's large corporate headquarter relocations including IBM, Ryder, Bacardi, Office Depot, and Perry Ellis, among others, summarized the challenges: "Companies want to come, but not if they find inadequate schools, expensive real estate, and lack of local leadership."

Former Hialeah mayor Julio Robaina explained the reason for this juxtaposition as the occasionally unfriendly front presented by Miami's political system to outside firms, creating the false perception that it was unresponsive to business needs. In Miami-Dade County there were many unknowns, overlapping political jurisdictions, and a culture that, while exciting in many ways, was often difficult to navigate. Several Miami institutions, such as the Beacon Council and the Greater Miami Chamber of Commerce, actively promoted business development within the county by highlighting what Miami had to offer businesses, but Miami's divided political structure and numerous municipalities sometimes made it difficult for outside firms to gain a foothold in the community. "Business here is afraid of controversy, mistrustful of politicians, and prefers to be left alone. The world of politics is suspect to many business people, and the business community feels disenfranchised," explained former Mayor Manny Diaz.

Several local developers including Jorge Perez of the Related Group, Alan Ojeda President and CEO of the Rilea Group, and Marty Margulies, actively invested in Miami's potential to lure global investors and Fortune 1000 companies to the area, but even more large-scale investments were needed to provide long-term opportunities.<sup>53</sup> Foreign investors, such as Swire Properties and the Genting Group, recognized Miami's potential as an international city and chose to invest heavily in bold new projects. In 2011 the Genting Group purchased the iconic Miami Herald building in order to develop a multi-use commercial project. In total, more than half a billion dollars was invested in Miami commercial real estate during 2011, putting Miami at number eight nationally for commercial real estate investment that year.<sup>54</sup> (Exhibit 15) Residents, however, were divided over such heavy investments from outside developers. Daniella Levine, founder and President/CEO of Miami's Human Services Coalition, for example, voiced a popular belief that growth should come from within the community, "We should take advantage of the fact that we are a high entrepreneurial city instead of only bidding for outside business."

The transition from a real-estate based growth strategy to a new knowledge-based economy remained a challenge for Miami. The Beacon Council's *One Community/One Goal Project* continued efforts to highlight Miami as an international business destination. Launched in the mid-1990s as an effort of the Greater Miami Chamber of Commerce, the program identified seven industry sectors that should be the focus of future development for the area: biomedical, film and entertainment, financial services, information technology, telecommunications, international commerce, and the visitor industry. The first *One Community* effort (1990-1996) was led by Mayor Alex Penelas and private sector leaders, including the late Jay Malina. In a new public-private collaborative partnership to re-assess the industries of the future and the opportunities for Miami's growth, in 2010 the Council revisited the *One Community* project, this time chaired by Mayor Carlos Gimenez, Alexandra Villoch of the *Miami Herald*, and Adolfo Henriques of Gibraltar Bank. The completed assessment was expected to be released in 2012.

## The Leadership Legacy

Local residents knew Miami had what was needed to become a global city, but a common concern remained; where could the type of transcendent leadership needed to move the fragmented yet promising city forward be found? “I’ve scratched my head over the absence of leadership in Miami,” noted former Florida governor Jeb Bush. Only a few leaders in Miami’s history had been able to successfully transcend their political party, their ethnic or racial group, or even their own institutions to focus on improving the community at large. As Albert Maury, President and CEO of Leon Medical Centers Health Plans explained, “Miami will never realize its true potential without strong leadership.” Despite the turmoil of Miami’s growth, several influential leaders emerged to provide vision and leadership for the community.

### *Business*

One of Miami’s most iconic leaders was Alvah H. Chapman Jr. A decorated veteran who flew and lead numerous B-17 missions over Europe in World War II, Chapman arrived in Miami in 1960 as assistant to Miami Herald editor James Knight. By 1969 he was a senior executive of Knight Newspapers and led its merger with the Ridder Corporation to form the powerful Knight-Ridder Company, at the time the largest newspaper firm in the nation, where he served as Chairman and CEO. Chapman’s deep personal engagement with civic and community issues went well beyond his professional accomplishments. “Alvah didn’t need the letterhead,” explained Armando Codina, “His name carried more weight than any organization. He [was] clearly about community, not self-interest.”

Responding to the Miami leadership void, in 1972 Chapman gathered together influential Miami leaders from the business, political and civic domains to form the “Non-Group,” an entity with the unity of purpose, leadership strength, and resources to address Miami’s most pressing problems. The group was small and exclusive, including no more than 12 members (the number that could fit into any member’s living room). Together they had the funds to start working on any issue—reducing crime, improving social services, or empowering local schools. Collectively they represented most of the major business, financial and civic entities of the city.

Over the years Chapman and the Non-Group provided vision and leadership necessary for important civic initiatives, including a \$2 billion renewal of downtown Miami, and fund-raising efforts for children, the poor, and the homeless. After the destruction caused by Hurricane Andrew in 1992, President George H. W. Bush asked Chapman to organize a task force to rebuild the devastated areas of the county. The result was a community-business partnership called “We Will Rebuild.” The campaign to rebuild Miami was an example of providing vision and creative leadership around which Miamians could unite for the greater good.<sup>55</sup> (Exhibit 16)

As *Herald* Chairman and CEO of Knight-Ridder’s newspaper division, Chapman recognized the power of the local media in coalescing community. His successors—David Lawrence, Jr., publisher of the *Miami Herald* (1989-1999) who was Founding Chair of the Children’s Trust (2002), and Alberto Ibargüen, Chairman of the *Miami Herald* Publishing company and editor of the *Miami Herald* and the Spanish language *El Nuevo Herald* (1998-2005), who became president and CEO of the Knight Foundation—have followed in Chapman’s footsteps.

### *Government*

Another example of strong leadership in Miami, this time from the political arena, was Manny Diaz, who first took office as mayor of the City of Miami in 2001, just as the bankrupt city government was placed under

a state financial oversight board. Diaz came to public prominence as the lawyer representing Florida-based relatives of Elián González, the Cuban refugee child who in 2000 was at the center of a custody battle between his aunts living in Miami and his father living in Cuba. The dispute escalated into political tension between Florida Cubans and President Clinton's Attorney General Janet Reno and resulted in the dramatic repatriation of Elián to Cuba over the objections of his Miami relatives.

During his two terms as mayor, Diaz received many plaudits for his business-style leadership and private sector-oriented approach to governing the city. He pursued a vast administrative overhaul of city government that yielded financial stability, healthy levels of financial reserves, tax cuts, and an A+ bond rating for the city on Wall Street by the end of his second term. In a few short years Diaz revitalized a virtually bankrupt city into a thriving urban economy. Widely credited for crafting a vision of a flourishing urban Miami, Diaz pushed for new zoning codes that facilitated housing developments in downtown and midtown Miami neighborhoods.

In 2004, while still in his first term as mayor, Diaz was named Urban Innovator of the Year by the Manhattan Institute, a think-tank that researches free-market solutions to urban problems. During his second term, he served as President of the United States Conference of Mayors (2008-09).<sup>56</sup> Although not without critics because of the unprecedented building boom in Miami's urban core that many saw as catering to the wealthy at the expense of affordable housing for residents, Diaz raised national awareness of Miami's role as a national and international player.<sup>57</sup>

### *Education*

Miami's higher education system was also a source of recognition and achievement for the community-at-large. The growth of both the private University of Miami (UM) and the publicly-funded Florida International University (FIU) from local to nationally recognized institutions was the result of strong leadership, long-term vision, and persistence.

### *University of Miami*

The University of Miami (UM) was founded as a private university in 1925 as an alternative to the three state-funded universities educating Florida residents at the time (University of Florida, Florida State University, and Florida A&M – all located in the northern third of Florida). With a \$5 million donation and 160 acres of land by real estate developer and local entrepreneur George Merrick, the university had high aspirations.<sup>58</sup> Although UM was designed as a private institution and was therefore not subject to the same legislation-based issues as state-funded universities, the school and its leaders had their share of obstacles to overcome, particularly in the early years.

UM was founded during the prosperous years of the South Florida land boom, but by 1926, when the first class of students enrolled, the land boom had already collapsed, and hopes for a quick recovery were wiped out by the Great Miami Hurricane that destroyed large sections of the city.<sup>59</sup> In the Depression years, through entrepreneurial innovation and astute leadership, UM's first president, Bowman Ashe, implemented various strategies that kept UM afloat; he paid faculty from his own pocket and borrowed on his personal investments and insurance policies to raise operating capital. During his 26 year tenure, Ashe was able to creatively persevere against seemingly impossible obstacles to create not only a university, but a world-class educational institution with a School of Law (1928), a School of Business Administration (1929), a School of Education (1929), a Graduate School (1941), a Marine Laboratory (1943), a School of Engineering (1947), and a School of Medicine (1952).<sup>60</sup>

Today UM is Florida's largest private university with over 15,000 students.<sup>61</sup> Under president Donna Shalala (2001-present) UM continues its legacy of growth, vigorous fundraising, and innovation, despite the current poor economic climate. Her vision of "promoting" Miami's diversity has propelled the university into national prominence. In the 2012 issue of *U.S. News & World Report's* "America's Best Colleges," UM was ranked 38th among national universities, the highest ranked of any public or private university in Florida.<sup>62</sup>

#### *Florida International University*

Miami's public university is also a great success story. Florida International University was founded in 1965 as an addition to the two-year junior college system in Miami. Although having to wait for seven years to secure funding to open, since 1972 FIU developed from its simple beginnings into a world-class educational institution and much of that growth can be attributed to its forward-thinking public leaders.<sup>63</sup>

As the university's fourth President, Modesto Maidique crafted bold plans for growth by establishing several professional schools with the ultimate goal of building an accessible top-tier research institution for the citizens of Miami. In 1999, FIU assembled the Strategic Planning Council (SPC) to develop a new 10-year strategic plan for the University (*The Millennium Strategic Plan*).<sup>64</sup> The SPC identified five themes as critical to the development of the community and higher education during the early decades of the 21<sup>st</sup> century: Health, International, Urban, Environment, and Information. These factors were viewed as key areas of opportunity for the university and the community to invest in the future.

FIU's oft-reiterated long-term vision was to become a nationally ranked urban public research university. As a public university serving a diverse community, constituent interests were often so disparate that attempts at strategic planning inevitably alienated one faction, which would threaten to relinquish its support. This divisiveness could have easily derailed the vision if not kept in check. In addition, the inability to secure funding, primarily because of legislative issues as a state funded institution, was a major problem, one without a straight-forward solution. Ineffective or short-sighted budgeting often left the university with few resources for growth. A lack of infrastructure support and funding as well as state governance issues also had the potential to derail the vision.<sup>65</sup> Maidique dealt with these issues by offering town hall meetings where faculty, staff, students, legislators and members of the community could express their opinions regarding the vision and accompanying challenges and opportunities. The information gathered at these meetings was used to strategize and move forward.

Regardless of the obstacles along the way, for 23 years, under Maidique, FIU's vision remained clear and focused. The eventual outcomes included the establishment of Schools of Architecture, Engineering and Public Health, a College of Law (the first public law school in South Florida), and the Herbert Wertheim College of Medicine (South Florida's only public medical school).<sup>66</sup> Through long-term vision and persistence, FIU was able to build a public-private-government coalition to provide Miami with a great resource for the future: a well-educated workforce.

#### *The Children's Trust of Miami*

There were a few other examples of public-private-government coalitions driving the vision of Miami as a global city. Perhaps one of the most successful has been the Children's Trust. Committed to improving the lives of children in Miami-Dade County through education, health, family and community, the Children's Trust combined tax dollars, independent leadership, and public accountability, with a mission focused squarely on the future of the city. The Children's Trust managed to do what few other agencies in Florida had done: win the public's faith to the point that Miami-Dade voters approved a special tax in support of the movement.

Retired *Miami Herald* Publisher David Lawrence, Jr., spearheaded the initiative and in September 2002 voters approved a dedicated funding source for children entitled "The Children's Trust" by a 2-1 margin. The vote carried a "sunset provision" that required the Trust to return within five years for voter approval. That second vote took place August 26, 2008. Despite the difficult economic climate, with an overwhelming majority (85.4%), Miami-Dade voters reauthorized The Children's Trust. (Exhibit 17)

The Children's Trust changed the non-profit institutional landscape of Miami by building a new type of organization. It showed how Miami, despite its diverse population and lack of traditional leadership, could build for the future given the right long-term vision. Due to the overwhelming success of the first initiative, founding Children's Trust Chair David Lawrence, Jr., was able to initiate a state-wide effort, The Children's Movement.<sup>67</sup>

### *Philanthropy and Service*

A new generation of leaders needed the opportunity to make a difference and, like the Children's Trust, connecting philanthropy and the needs of the community provided countless opportunities for Miami's residents. One such institution, the Miami Foundation was founded to enhance the quality of life of all Miami-Dade County residents. Established in 1967 as the Dade Community Foundation, the organization provided an opportunity for the community's charitable funds to be pooled and expanded through managed giving and the expertise of the Foundation. Since its founding, and especially under the guidance of former president Ruth Shack, who also served as a Miami-Dade commissioner (1976-1984), the foundation has provided a vehicle for building community through collaboration. Shack described the Foundation's mission in simple terms: "Create community. Bring people together."<sup>68</sup> In 1999 Shack established the Foundation's Miami Fellows program designed to engage a new generation of leaders in building a "greater" Miami. In 2010 with Javier Alberto Soto as president, the Dade Community Foundation became the Miami Foundation and with the generous support of the W.K. Kellogg Foundation and the James S. and John L. Knight Foundation it continued the Miami Fellows program started by Shack to engage the synergies between the public and private spheres and build a cadre of diverse, civic-minded leaders. Since its inception, more than 100 participants in the 15-month long program have engaged in leadership projects that focus on community engagement and impact utilizing Miami as a living laboratory.<sup>69</sup>

Recognizing the untapped giving potential of Greater Miami, the Partnership for Philanthropic Planning of Miami-Dade County, one of more than 100 affiliated regional councils throughout the U. S., led local efforts to promote philanthropy beginning in 1988. The organization's goal was to provide local organizations with the tools to navigate and implement successful philanthropic plans that benefit the community. According to organization Chair Paul Soulé, the Partnership saw its mission as unique: "we don't care who quarterbacks the plan – we work together to make sure it gets done."<sup>70</sup> The organization's "Leave a Legacy" community outreach campaign helped planned giving officers, non-profit fundraisers, and professional advisors, accountants, lawyers, and other estate and financial planning professionals to increase awareness of the opportunities for every member of the community—not just the wealthy—to create a legacy and make a difference in their community through planned giving. Their collaborative vision for enhancing opportunities for Miami created a different kind of paradigm in a sometimes fragmented community.



## What Comes Next?

Organizations and institutions often work narrowly on the here and now. Building a city of the future, however, requires an ecology of institutions and leaders who can mobilize in creative ways. As the engines of growth in the 21<sup>st</sup> century, cities have one great advantage over every other location; they attract people.<sup>71</sup> They are magnets for the talented, the young, and immigrants, because they are places of opportunity. Urban diversity and collaboration, rather than fragmentation, stimulates creativity and allows people to form ties and connections to new groups. Friends and colleagues contribute ideas, energy, capital, and labor to the projects of would-be innovators and entrepreneurs. In this process, the close, face-to-face connections possible in an urban environment are especially valuable. The most successful cities cultivate and connect the most creative citizens; they are good people environments more so than good business environments.<sup>72</sup>

Based on economic potential, human resources, cost effectiveness, quality of life, infrastructure, business friendliness, and promotion strategy, fDi Magazine's rankings of the "North American Cities of the Future" for 2011-12, ranked Miami 9<sup>th</sup> overall and 2<sup>nd</sup> only to New York City for business friendliness.<sup>73</sup> Such cities of the future in recent decades have attracted well-educated workers, new investments, and young companies. In the knowledge-based economy, where individuals can live and work anywhere, urban centers continue to attract the well educated. Miami's institutions of higher education served the community as important resources, attracting international students and scholars; and building local leaders and skilled citizens. In 1970, the top 10 most-educated metropolitan areas in the United States had an average of 23% of workers holding a bachelor's degree or higher, compared with 10% in the bottom 10, according to analysis of Census data by Harvard University economist Edward Glaeser. He noted the gap between the strongest and weakest urban areas widened every decade and doubled by 2010.<sup>74</sup> Miami experienced a dramatic population increase during those decades and kept up with urban growth trends with the number of college graduates over 25 years of age at nearly 25% in 2006 (up from 10% in 1960).<sup>75</sup> According to the Census Bureau, areas with the most skilled and highly paid workers continue to widen their advantage and those higher-educated areas also were reported as having the highest earning potential for residents.<sup>76</sup>

This map of urban growth suggests the sort of policies and practices Miami will need if it is to compete. By providing social, educational and economic services, cities construct a platform of success for ambitious individualism. High quality social and economic infrastructure serves the pool of talent and energy that stimulates urban growth and innovation. The city that stops attracting the young, the ambitious, and the entrepreneurial, is a city on the decline. Just as innovation and entrepreneurship build a city's economy, entrepreneurship is also necessary in providing the social and infrastructure services that support the private sector. Cities that cannot organize the will or structures to make the necessary changes in thinking and create new types of investments will be cities of the past, not the future. Leadership must come from the private sector, to be sure, however, a system that can only respond to those with money or power now will not be able to cultivate the next generation of leaders.

The one constant about cities is that they must forever be prepared to reinvent themselves. Observers such as Professor Kanter and urban sociologist Saskia Sassen have noted that Miami is unique as a once sleepy backwater that exploded into global prominence.<sup>77</sup> A rare combination of events, including the opening of global trade, the loosening of financial regulation, and the favorable position of Miami as the geographical and cultural gateway to Latin America made this explosion possible.

## Achieving Prosperity and Growth in Miami

"How do we get Miami to move in the direction of becoming one of the major cities of the world?" asked Adolfo Henriques, a leading local businessman. It seemed that people from all walks of life would always be

attracted to Miami for the lifestyle it offered: water, sand, warm weather year-round and vibrant socio-cultural amenities. “Firms understand that Miami offers a testing ground for the sort of cultural and social environment they will have to manage elsewhere in a nation that is becoming minority white and Anglo,” explained Frank Nero. The Beacon Council’s first installment of the new *One Community/One Goal* report, published in December 2011, contained a Competitive Assessment Report that includes a survey, SWOT analysis, economic analysis and a benchmark comparison with other United States cities that compete with Miami.<sup>78</sup> The report concluded that Miami’s strengths were its diversity, quality of life, and global brand recognition. Even taking into account its challenges in transportation infrastructure, cost of living, and political leadership, according to the report, the opportunities for promoting growth and development in Miami are already in place.<sup>79</sup> (Exhibit 18)

Miami now has the opportunity to consolidate the gains made. Its political immaturity and ethnic fragmentation remains a challenge and many believe it will take a complete shift in attitude and mindset from Miami residents and their leaders to move the city forward. Traditionally, cities focus on economic development plans to attract big businesses that bring a handful of jobs. In modern-day society, however, educated and talented people can live and work anywhere and Miami must attract and utilize them. “We keep recycling the same leadership in our community,” said former mayor Manny Diaz, “the same five names and faces are appointed to every board, every commission – we need to bring in new people, young people.” In Miami, experience and youth are both needed to create a truly globally competitive city. Katy Sorenson, president and CEO of The Good Government Initiative at the University of Miami believes “that leadership can come from the political, civic, small and large business, private and public realms.”

Residents see business, civic, and political leadership as already taking small, incremental steps but a true “master plan” may be what is needed for a region as diverse as Miami-Dade. Most importantly, the leadership in Miami must regain the public’s trust. It will take a well-articulated plan to rise above the parochial interests that prevailed in the past, with a clear vision for the path ahead, and the ability to communicate it in a compelling and consistent manner to the numerous groups in the community. The ability to withstand criticism, get buy-in from narrow-interest groups, rally unorganized, competing, and critical forces, and sustain a long-term vision is required.

Beyond vision and authority, leadership requires showing solid execution and tangible results to prevent public mistrust and skepticism. The challenges have to be broken down into executable steps that can be delegated. No leader can do it alone.

---

Over the previous century, Miami grew from a bustling boomtown, to a highly diverse destination city for immigrants with the potential to become a great trade center of global importance. Other cities had dealt with the growing pains of change and diversity. Miami was still learning to deal with these issues without the benefit of generations of collective experience, committed civic engagement, and long-term stability.

In January 2012, in the wake of the historic recall and special election of 2011, Miami’s leaders gathered to discuss the county’s current state of affairs. They recognized that the time for change had come and that the area’s residents were tired of business as usual. They considered answers for creating the Miami of the future:

- Could Miami move beyond its fragmented past to fulfilling its potential?

- What strategies, policies or leadership were needed to coax Miami toward its destiny as one of the world's leading cities?
- Should the focus of renewal be on government restructuring, new business initiatives, or educational empowerment?
- What leadership lessons had Miami learned and what form would change take?
- How would Miami foster new, emerging, visionary leaders that will carry the community through the 21<sup>st</sup> century?

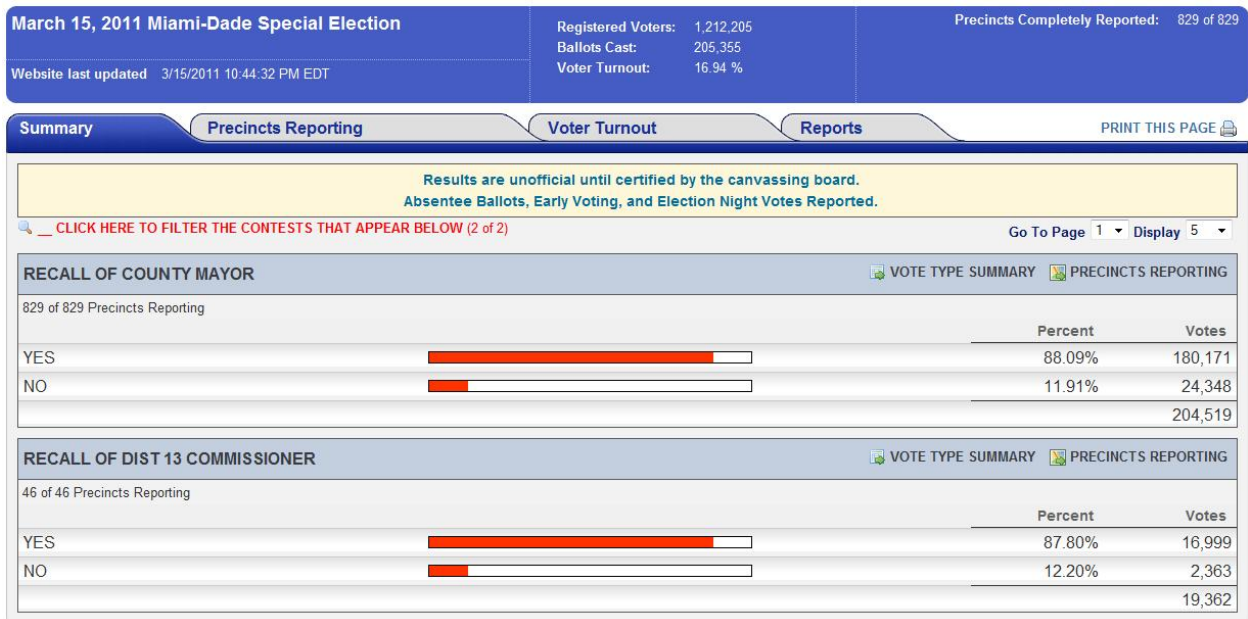
## Appendix

Thought leaders interviewed for this case by Dr. Ken Lipartito and Dr. Modesto Maidique:

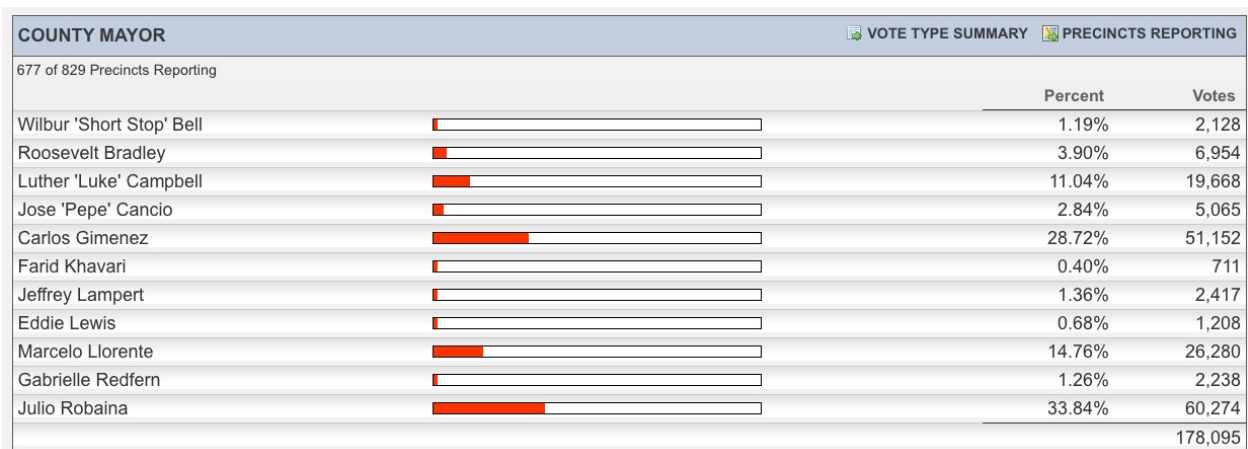
Name	Role
<b>Carlos Arboleya</b>	Public speaker and former Vice Chairman, Barnett Bank
<b>Jeb Bush</b>	Former Governor, State of Florida
<b>Armando Codina</b>	Chairman and CEO, Codina Partners, LLC.
<b>Rudy Crew</b>	Former Superintendent, Miami-Dade County Public Schools
<b>Manny Diaz</b>	Senior Partner, Lydecker-Diaz and former Mayor, City of Miami
<b>Albert Dotson, Jr.</b>	Partner, Bilzin Sumberg and South Florida Chapter Founder and Chairman, 100 Black Men of America Inc.
<b>Adolfo Henriques</b>	Vice Chairman, President and COO of Gibraltar Private Bank
<b>Albert Maury</b>	President and CEO, Leon Medical Centers Health Plans
<b>Frank Nero</b>	President and CEO, the Beacon Council
<b>Eduardo Padron</b>	President, Miami-Dade College
<b>Julio Robaina</b>	Former Mayor, City of Hialeah
<b>Donna Shalala</b>	President, University of Miami
<b>Mark B. Rosenberg</b>	President, Florida International University
<b>H.T. Smith</b>	Attorney and Professor, FIU College of Law
<b>David Lawrence Jr.</b>	Founding Chair, The Children's Trust
<b>Javier Alberto Soto</b>	President, Miami Foundation
<b>Katy Sorenson</b>	President and CEO, The Good Government Initiative, University of Miami
<b>Daniella Levine</b>	Founder and President/CEO, Human Services Coalition

## Exhibits

### EXHIBIT 1: MIAMI MAYORAL RECALL ELECTION, 2011



Source: <http://www.thegatewaypundit.com/2011/03/miami-dade-mayor-thrown-out-of-office-in-recall-vote-after-raising-taxes>

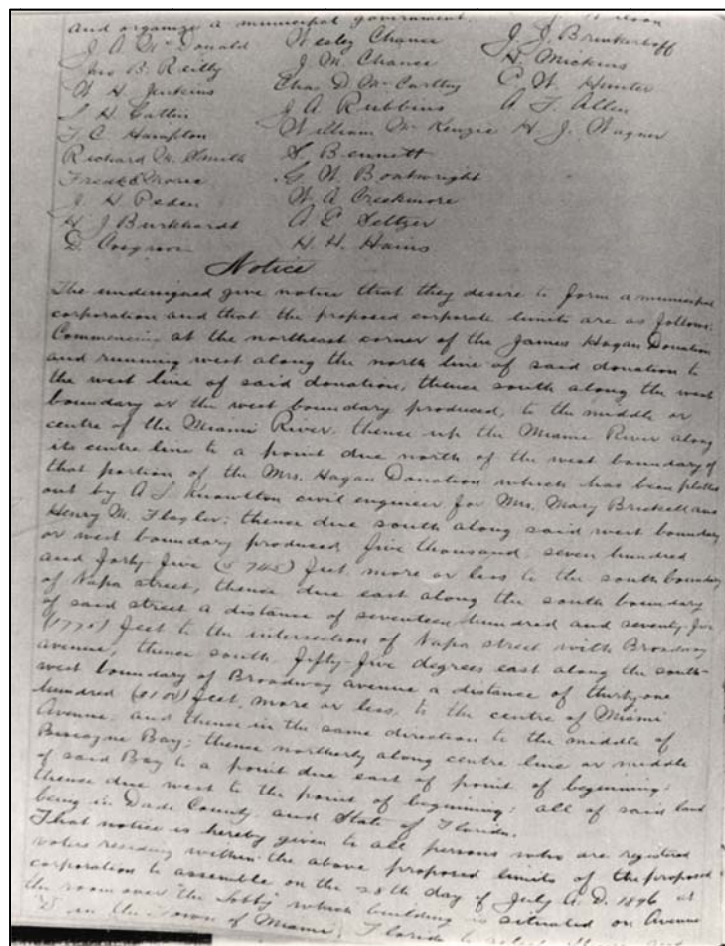


Source: <http://eyeonmiami.blogspot.com/2011/05/election-results-by-geniusofdespair.html>

## EXHIBIT 2: CITY OF MIAMI INCORPORATION DOCUMENTS

Meeting held July 20 <sup>th</sup> , 1896, for Incorporation of The City of Miami, Florida	
The County Supervisor of Registration certified that there were <u>424</u> registered voters in the territory to be incorporated	
This number consisted of:	243 WHITE 181 BLACK <u>424</u> TOTAL
Of those registered voters, <u>368</u> were present at the meeting.	
This number consisted of:	206 WHITE 162 BLACK <u>368</u> TOTAL

Source: Redacted from <http://www.theblackarchives.org/archon/?p=digitallibrary/request&id=9&fileid=12&referer=www.theblackarchives.org%2Farchon%2F%3Fp%3Ddigitallibrary%2Fdigitalcontent%26id%3D9>



Source: Courtesy, Miami History Museum Archives

## EXHIBIT 3: MIAMI-DADE RIOT &amp; McDUFFIE CASE

**This community has got to show that it will not sit around.**

**Ferre**

**Miami does not need to continue suffering.**

**Young**

**We have got to stop it. It's destroying the community.**

**Freeman**

**If we couldn't get justice in this case, we can't get it in any.**

**Duani**

## Community leaders express dismay, urge peace for city

**BILL QUERRE**  
Miami News Reporter

The acquittal verdict in the McDuffie trial and the riot that followed this weekend brought expressions of dismay from most of Miami's community leaders and pious that the underlying causes of the incidents be corrected before conditions get worse.

Miami Mayor Maurice Ferre charged that officials here have been "negligent" in facing the problems that led to the riots.

Ferre blamed city, county and federal officials for failing to perceive the growing problems that were the seeds that grew into full-scale riots after the verdict in the McDuffie trial Saturday.

Perre said that unemployment, the judicial system and poor housing "with 10 people living in a not been dealt with effectively by public officials."

"This community has got to show that it will not sit around," Ferre said. "It has to find solutions in housing, jobs, education and opportunities. We can't solve problems by putting people on welfare."

Former United Nations Ambassador Andrew Young, who came here at Ferre's request, signed a "slow deterioration" of race relations here but added that "violence is non-productive."

"Miami does not need to continue suffering," Young said.

Ferre and Young made the comments last night as they traveled between television and radio stations, hoping to ease tensions.

Ferre said that while he could understand the anger caused by the McDuffie verdict, which he labeled as "racist," he did not believe violence is the answer. He mentioned to Young at one point that the rioters seemed to have some organization and that maybe "a lot of Vietnam veterans were involved."

The eruption of violence may be the beginning of "a national problem," Ferre said, adding that the

See REACT, 7A

**Partly cloudy**

Highs in the 80s. Lows in the 70s. Winds southeast 10-15 knots. Seas 2-4 feet. Bay, moderate chop.

Complete weather, 2A

# The Miami News

A Cox Newspaper      Monday Afternoon, May 19, 1980      44 Pages

**Monday**

**Metropolitan**

**★ Edition**

**15¢**

# Deadly tide of violence recedes after worst riot in Dade history

## Going up in smoke

The Miami News: BOB GREENBERG

## Jones, LaFleur, Adams, McDuffie: time bombs that finally exploded

Thousands of persons, mostly black, gathered at the courthouse, in protest. They even came in taxis. They sang, "We shall overcome!" They were black armchairs — they were in mourning, because they had lost their freedom.

When a minister in the crowd was asked to pray, several people in the crowd shouted, "We are tired of praying!"

"Amen!" the crowd roared.

The minister began praying for direction. But the crowd chanted, "No white police in a black neighborhood" and "Reno must go." A petition was circulated to remove Janet Reno, state attorney for the county.

The speakers blasted the "crooked" white system. Then it was time to march. As we marched from the courthouse to the police building singing, "Amen," people talked among themselves about how the white system is making us back to the 30s.

The talk centered around how all the black community leaders are being stripped of their power. Johnny Jones, Neal Adams and the LaFleur case were the hottest topics. The McDuffie case? The next time they told they had to go back to the 30s.

While the rally continued, many other blacks and the most effective way that they have found to be heard — violence. When all else fails, beat a white person. It's make them come around. That was the attitude of many of the protesters.

Then the rowdies began, the ugliness flared, and I left. On the way home, I saw the streets filling — Liberty City, Allapattah, all began to protest.

Blacks riding the streets, loud safety, blowing their horns and extending elevated two out of windows. That was their passport. All fair-skinned blacks were advised to stay home. Sometimes it's hard to tell.

And someone had to pay.

And then the violence began. As I returned from the rally, I saw a pick-up truck on fire. Later I would see people's cars set on fire.

I saw whites laid out in the middle of 62nd Street. They had blundered into the drive, and they were surrounded. The mob began rocking out of their safety and punched and kicked and clubbed mercilessly. I thought one was a woman. I didn't get close enough to look. The sounds of gunfire began — show stray bullets — I just wanted to get out of the way of those stray bullets. I look off. Later, I heard policemen came and shot their way through to get the bodies out.

And with the violence came the looting. Department stores were opened up for anyone who could get there. Cars with parked trunks and roofs and hoods, trucks, shopping bags and open arms looted merchandise to their capacity.

Everything was for grabs. TVs, stereos, clothes, jewelry. Size, color and name brand didn't matter. One could always tell it or give it away.

Any building owned by whites was up for grabs. If it could not be broken in through the windows, trucks were driven violently through the doors.

There was no sparing any white businesses.

See STREET, 7A

**JACK KNARR**  
Miami News Reporter

Miami woke up today to the smoldering aftermath of the worst race riot in its history.

Fifteen dead. Hundreds arrested. Scores injured. Five policemen shot. Blinded streets broken glass twinkling under yellow streetlights. A haze of smoke waiting for dawn and a breeze. Upside down cars. Burned-out buildings. A curfew. Armed National Guardsmen. Grocery stores, warehouses, convenience stores, appliance stores all looted and burned.

It will be a long time before Miamians forget the name Arthur McDuffie.

Federal prosecutors have announced a new investigation of the Metro policemen who were found innocent Saturday of killing McDuffie. They will probe for violations of McDuffie's civil rights.

The acquittal touched the match to the tinder box of race relations in Miami.

Millions of dollars in losses were expected from the rampant looting and burning of white-owned businesses. This morning, large areas of Miami were like a ghost town, with many businesses and homes in Liberty City burned to the ground or closed, the National Guard patrolling streets, schools closed.

U.S. Attorney Allen Wampler III said that evidence against the four Dade County cops would be presented to a federal grand jury beginning Wednesday. He said indictments would be sought in connection with the possible violation of McDuffie's civil rights. McDuffie's skull was smashed after he was chased by police last Dec. 17.

Conviction could result in life sentences for the policemen who were acquitted of murder charges by an all-white Tampa jury on Saturday.

It was by far the worst riot in Miami history — much sicker than the one in 1968, which killed three. Several whites were pulled from their cars and beaten in a pool. A number of blacks were shot and killed.

Irving Elligan, chairman of the Dade Community Relations Board.

See RIOT, 7A

## Siege of city can't assuage McDuffie women's inner pain

**PATRICE GAINES CARTER**  
Miami News Reporter

Fredrick McDuffie came home from Tampa in the back seat of a car, wearing a black four-colored dress and clutching a handful of crumpled tissues.

She had left her hopes, her family, her friends, her life, her being under siege. She tried to not to cry, to not to weep, to not to let anyone see her.

Now that she knows she must wait, she waits. She waits for the day when she can go home. She waits for the day when she can go home. She waits for the day when she can go home.

She is consumed by the injustice that the Tampa jury

See MRS., 7A

**McDuffie story**

- Black and white fought fire together: A
- How the state case fell apart: 4A
- Scores of fires burned unthought: 5A
- Chronology of McDuffie case: 6A
- 2 nights and a day of fire and death: 7A
- The defendants and their lawyers: 8A
- Color photos of fire, guardsmen: 18A
- System let us down. Editorial: 16A
- Don Wright's cartoon: 16A
- Howard Kleinberg column: 16A

**Arthur McDuffie**

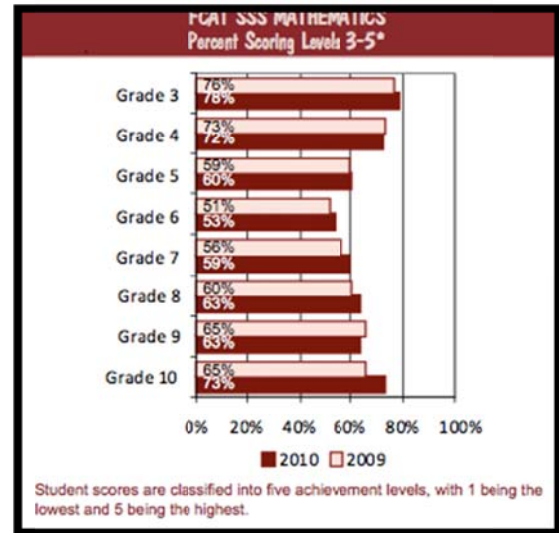
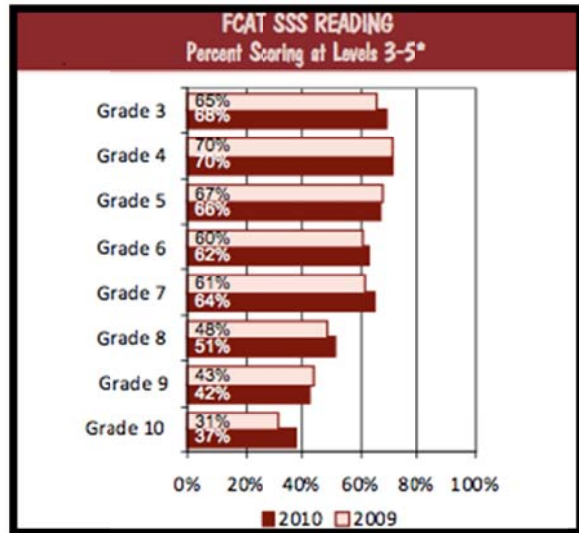
Source: <http://miamiarchives.blogspot.com/2010/04/mcduffie-riots-may-1980.html>

**EXHIBIT 4: HISPANIC POPULATION IN MIAMI-DADE COUNTY**

<b>Population by Race and Hispanic Origin</b> <b>United States, Florida and Miami-Dade County, 2005 (as percentage of total)</b>			
<b>Non-Hispanic</b>	<b><u>Miami-Dade</u></b>	<b><u>Florida</u></b>	<b><u>United States</u></b>
White Alone	18.1	62.0	66.8
Black or African American Alone	18.4	14.6	11.9
American Indian and Alaska Native Alone	0.1	0.3	0.7
Asian Alone	1.3	2.1	4.3
Native Hawaiian and Other Pacific Islander Alone	0.0	0.0	0.1
Some Other Race Alone	0.4	0.3	0.3
Two or More Races	0.5	1.0	1.4
<b>Hispanic</b>	<b>61.1</b>	<b>19.6</b>	<b>14.5</b>
White Alone	53.2	14.8	7.9
Black or African American Alone	1.3	0.4	0.2
American Indian and Alaska Native Alone	0.1	0.1	0.1
Asian Alone	0.1	0.0	0.1
Native Hawaiian and Other Pacific Islander Alone	0.0	0.0	0.0
Some Other Race Alone	5.3	3.8	5.7
Two or More Races	1.1	0.6	0.5

Source: U.S. Census Bureau, 2005 American Community Survey. Miami-Dade County Department of Planning and Zoning, Research Section, 2007 Note: Data are estimates based on a household sample and are subject to sampling variability.  
[http://www.miamidade.gov/planzone/pdf/overview of the Socio-economic.pdf](http://www.miamidade.gov/planzone/pdf/overview%20of%20the%20Socio-economic.pdf)



**EXHIBIT 5: IMPROVEMENT IN TEST SCORES & GRADUATION RATES ON THE RISE**

A higher number of students graduated...

	2009-10	2008-09	2007-08	2006-07	2005-06
High School*	20,056	19,139	18,770	17,918	17,058
Adult School	456	396	350	239	255
GED	1,428	1,428	1,615	1,928	1,826

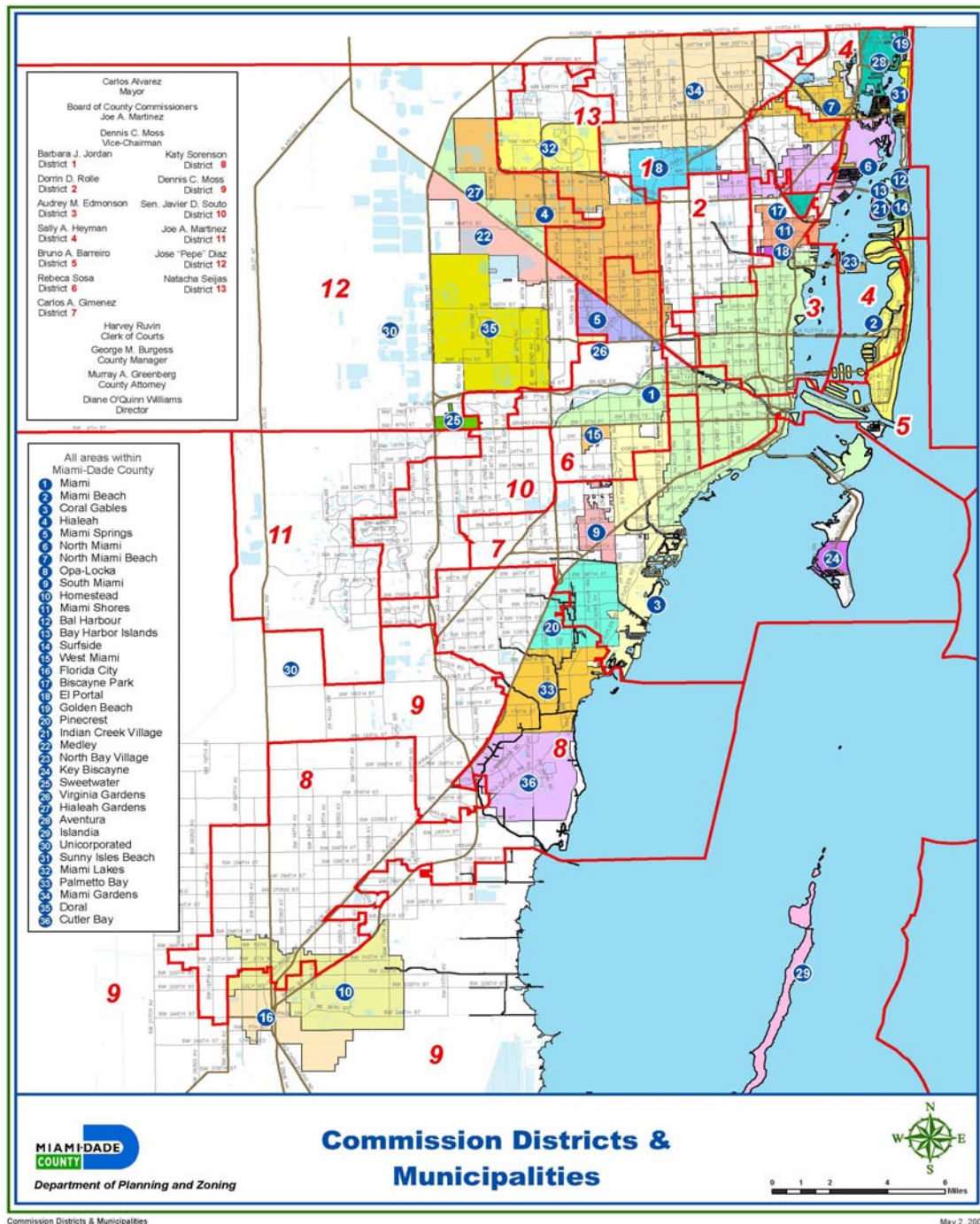
\* Includes regular and exceptional student diplomas, but excludes  
Certificates of Completion

Sources: High School: Student Data Base System, October 2010.  
Adult School & GED: School Operations, October 2010.

... given steady enrollment levels

Year	Schools	Pupils
2001-02	331	374,725
2002-03	340	371,482
2003-04	348	369,578
2004-05	356	365,784
2005-06	367	361,550
2006-07	378	353,283
2007-08	392	347,774
2008-09	415	345,150
2009-10	427	345,458
2010-11	435	347,133

Source: "2010-11 Statistical Highlights," Miami Dade Public Schools District, available  
<http://home.dadeschools.net/files/Statistical%20Highlights.pdf>

**EXHIBIT 6: COMMISSION DISTRICTS AND MUNICIPALITIES OF MIAMI-DADE COUNTY**Source: <http://www.birmiami.com/resources.aspx>

**EXHIBIT 7: MAJOR PUBLIC AND PRIVATE EMPLOYERS IN MIAMI-DADE**

<b>TOP PRIVATE EMPLOYERS</b>	<b>EMPLOYEES</b>
Publix Super Markets	11,000
Baptist Health South Florida	10,826
University of Miami	9,874
American Airlines	9,000
Precision Response Corporation	6,000
Bellsouth Corporation – Florida	5,500
Winn-Dixie Stores	4,833
Florida Power & Light Company	3,900
Carnival Cruise Lines	3,500
Macy's Florida	3,368
Mount Sinai Medical Center	3,264
Miami Children's Hospital	2,600
Mercy Hospital	2,412
Wachovia, N.A.	2,229
Cordis (a Johnson & Johnson Company)	2,100
Royal Caribbean International/Celebrity Cruises	2,000
Assurant Solutions	1,800
Miami Herald Publishing Co.	1,700
Bank of America	1,700
United Parcel Service	1,627
Beckman Coulter Corp.	1,600
The Home Depot	1,500
Cedars Medical Center	1,410
MasTec, Inc.	1,200
Federal Express	1,200
Boston Scientific	1,100
<b>TOP PUBLIC EMPLOYERS</b>	
Miami-Dade County Public Schools	50,000
Miami-Dade County	32,000
Federal Government	20,400
Florida State Government	17,000
Jackson Health System	10,500
Miami-Dade College	6,500
City of Miami	4,034
Florida International University	3,132
V A Medical Center	2,300
City of Miami Beach	1,979
City of Hialeah	1,800
U.S. Coast Guard	1,220
U.S. Southern Command	1,200
City of Coral Gables	895
City of North Miami Beach	738

Source: The Beacon Council, Facts and Figures, Economic Data, available  
<http://www.beaconcouncil.com/Web/Content.aspx?Page=majorEmployers>

**EXHIBIT 8: INCOME GAP-GINI INDEX**

<b>Gini Index of Income Inequality for Metropolitan Areas of Over 1 Million Population: 2005–2009</b>			
<b>Metropolitan area</b>	<b>Population</b>	<b>Gini index</b>	<b>Standard error</b>
<b>Higher income inequality than United States</b>			
New York-Northern New Jersey-Long Island, NY-NJ-PA. . . . .	18,912,644	0.502	0.0007
Miami-Fort Lauderdale-Pompano Beach, FL. . . . .	5,484,777	0.493	0.0015
Los Angeles-Long Beach-Santa Ana, CA. . . . .	12,762,126	0.484	0.0010
Houston-Sugar Land-Baytown, TX. . . . .	5,595,262	0.478	0.0015
Memphis, TN-MS-AR. . . . .	1,287,231	0.478	0.0029
New Orleans-Metairie-Kenner, LA. . . . .	1,153,788	0.476	0.0027
San Francisco-Oakland-Fremont, CA. . . . .	4,218,534	0.473	0.0014
Birmingham-Hoover, AL. . . . .	1,112,213	0.472	0.0027
<b>Same income inequality as the United States</b>			
<b>UNITED STATES</b>	<b>301,461,533</b>	<b>0.467</b>	<b>0.0006</b>
Chicago-Naperville-Joliet, IL-IN-WI. . . . .	9,461,816	0.466	0.0010
Boston-Cambridge-Quincy, MA-NH. . . . .	4,513,934	0.465	0.0015
Charlotte-Gastonia-Concord, NC-SC. . . . .	1,641,257	0.464	0.0049
Oklahoma City, OK. . . . .	1,191,174	0.464	0.0046
San Antonio, TX. . . . .	1,979,686	0.463	0.0041
<b>Lower income inequality than United States</b>			
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD. . . . .	5,910,593	0.464	0.0021
Cleveland-Elyria-Mentor, OH. . . . .	2,101,821	0.462	0.0049
Dallas-Fort Worth-Arlington, TX. . . . .	6,144,234	0.461	0.0046
Nashville-Davidson—Murfreesboro—Franklin, TN. . . . .	1,520,649	0.460	0.0041
Tampa-St. Petersburg-Clearwater, FL. . . . .	2,702,390	0.459	0.0039
Pittsburgh, PA. . . . .	2,360,259	0.459	0.0026
Detroit-Warren-Livonia, MI. . . . .	4,452,548	0.454	0.0037
Austin-Round Rock, TX. . . . .	1,589,393	0.453	0.0038
Buffalo-Niagara Falls, NY. . . . .	1,128,813	0.453	0.0029
Atlanta-Sandy Springs-Marietta, GA. . . . .	5,238,994	0.452	0.0024
San Diego-Carlsbad-San Marcos, CA. . . . .	2,987,543	0.451	0.0041
Denver-Aurora-Broomfield, CO. . . . .	2,451,038	0.450	0.0045
St. Louis, MO-IL. . . . .	2,803,776	0.448	0.0023
San Jose-Sunnyvale-Santa Clara, CA. . . . .	1,784,130	0.448	0.0032
Milwaukee-Waukesha-West Allis, WI. . . . .	1,546,312	0.448	0.0031

Source: U.S. Census Bureau, American Community Survey. For information on confidentiality protection, sampling error, non-sampling error, and definitions, see <http://www.census.gov/prod/2011pubs/acs-16.pdf>

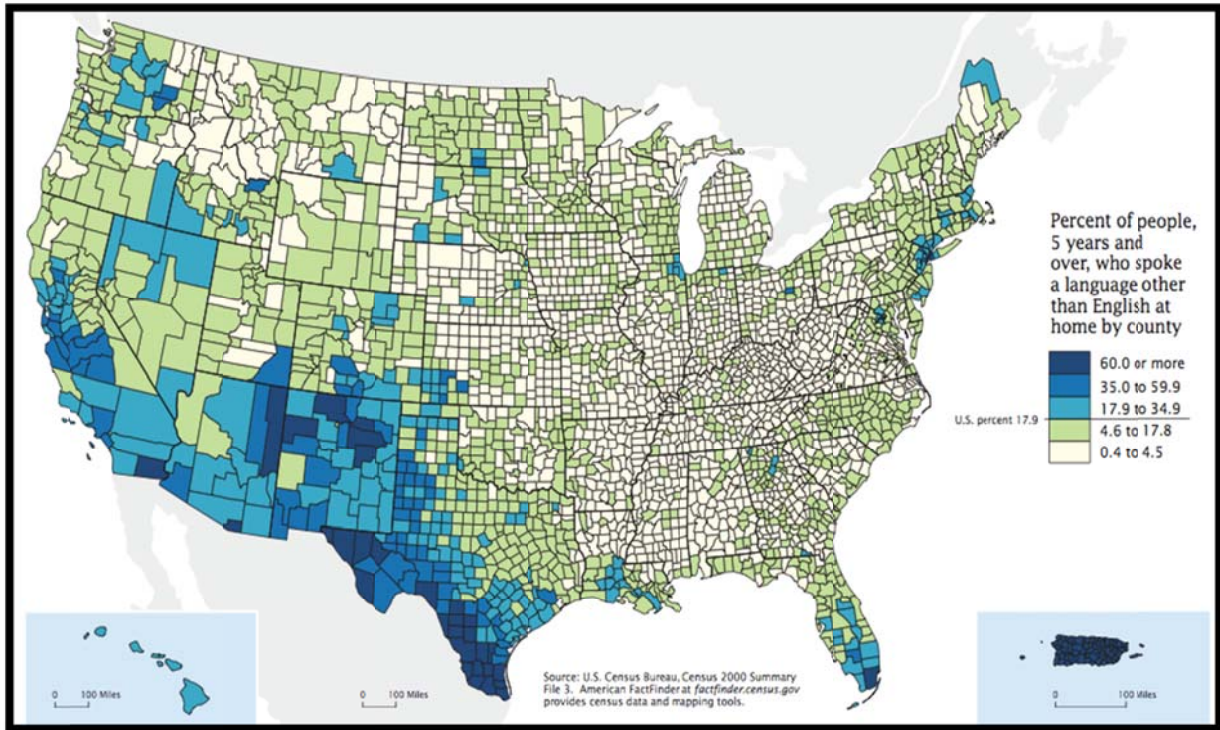
## EXHIBIT 9: TEN METROPOLITAN AREAS WITH THE LOWEST ADJUSTED MEDIAN HOUSEHOLD INCOMES

Selected Income Measures Miami-Dade, Florida and United States 2005				
	<u>United States</u>	<u>Florida</u>	<u>Miami-Dade</u>	<u>Miami-Dade (% of U.S.)</u>
<b>Median Household Income</b>	\$46,242	\$42,433	\$37,148	80.3%
<b>Median Family Income</b>	\$55,832	\$50,465	\$42,499	76.1%
<b>Per Capita Income</b>	\$25,035	\$24,611	\$20,916	83.5%
Source: U.S. Census Bureau, 2005 American Community Survey. Miami-Dade County, Department of Planning and Zoning, Research Section, 2007. Note: 2005 data are estimates based on a household sample and are subject to sampling variability.				

Source: [http://www.miamidade.gov/planzone/pdf/overview of the Socio-economic.pdf](http://www.miamidade.gov/planzone/pdf/overview%20of%20the%20Socio-economic.pdf)

Median Household Income Florida and Miami-Dade (1959 – 2005) As Percentage of U.S. Median Household Income		
<b>Year</b>	<b>Florida</b>	<b>Miami-Dade</b>
1959	89.1%	82.5%
1969	93.9%	84.5%
1979	92.5%	87.1%
1989	89.5%	91.4%
1999	85.6%	92.4%
2005	80.3%	91.8%
Source: U.S. Census Bureau, Decennial Census 1960-2000 and 2005 American Community Survey. U.S. Bureau of Labor Statistics, Consumer Price Index, 1959-2005. Miami-Dade County, Department of Planning and Zoning, Research Section, 2007. Note: 2005 data are estimates based on a household sample and are subject to sampling variability.		

Source: [http://www.miamidade.gov/planzone/pdf/overview of the Socio-economic.pdf](http://www.miamidade.gov/planzone/pdf/overview%20of%20the%20Socio-economic.pdf)

**EXHIBIT 10: INDIVIDUALS WHO SPOKE A LANGUAGE OTHER THAN ENGLISH AT HOME, 2000**

Source: "Language Use and English-Speaking Ability," Census 2000 Brief, October 2003, available <http://www.census.gov/prod/2003pubs/c2kbr-29.pdf>

**EXHIBIT 11: ETHNIC BREAKDOWN OF STATE ELECTED OFFICIALS**

<b>Florida: Federal Elected Officials of Color</b>						
<b>Level of Office</b>	<b>Total Seats Available</b>	<b>American Indian/Alaskan Native</b>	<b>Asian-American</b>	<b>Black</b>	<b>Hispanic</b>	<b>Total</b>
U.S. Senate	2	0 (0%)	0 (0%)	0 (0%)	1 (50%)	1 (50%)
U.S. House of Representatives	25	0 (0%)	0 (0%)	3 (12%)	3 (12%)	6 (24%)
<b>Total Members of Congress</b>	<b>27</b>	<b>0 (0%)</b>	<b>0 (0%)</b>	<b>3 (11.1%)</b>	<b>4 (14.8%)</b>	<b>7 (25.9%)</b>

Source: <http://www.gmcl.org/maps/florida/federal.htm>. Note: The number in parenthesis represents the percent of the Florida delegation, by chamber and racial group, 110th Congress, 2007.

<b>Florida: State and Local Elected Officials of Color</b>						
<b>Level of Office</b>	<b>Total Seats Available</b>	<b>American Indian/Alaskan Native</b>	<b>Asian-American</b>	<b>Black</b>	<b>Hispanic</b>	<b>Total</b>
Governor & Lt. Governor	2	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
State Legislature	160	0 (0%)	0 (0%)	24 (15%)	17 (10.6%)	41 (25.6%)
County Officials	n/a*	0	0	31	10	41
Municipal Officials	n/a*	0	0	142	56	198
School Board Officials	n/a*	0	0	25	6	31
<b>Total</b>		<b>0</b>	<b>0</b>	<b>222</b>	<b>89</b>	<b>311</b>

\*Data are not available. Percentage of elected officials of color in these positions is not calculated.

Source: <http://www.gmcl.org/maps/florida/state.htm>

Note: State and Local Office data are for 2006. Governor and Lieutenant Governor Data are for 2007.

**EXHIBIT 12: PLACE OF BIRTH OF FOREIGN BORN POPULATION MIAMI-DADE COUNTY, 2005**

<b>Place of Birth of Foreign Born Population Miami-Dade, Florida and United States</b>			
<b>2005</b>			
<b>Percent of Total</b>			
	<u><b>United States</b></u>	<u><b>Florida</b></u>	<u><b>Miami-Dade County</b></u>
<b>Total:</b>	12.38	18.48	50.26
Europe:	1.69	2.20	1.86
Asia:	3.31	1.72	1.14
Africa:	0.43	0.31	0.29
Oceania:	0.06	0.03	0.02
Americas:	6.88	14.22	46.95
Latin America:	6.60	13.56	46.71
Caribbean:	1.09	7.12	29.46
Central America:	4.66	3.28	7.54
South America:	0.84	3.16	9.70
Northern America:	0.29	0.65	0.25

Source: U.S. Census Bureau, 2005 American Community Survey. Miami-Dade County, Department of Planning and Zoning, Research Section, 2007. Note: Data are estimates based on a household sample and are subject to sampling variability. [http://www.miamidade.gov/planzone/pdf/overview of the Socio-economic.pdf](http://www.miamidade.gov/planzone/pdf/overview%20of%20the%20Socio-economic.pdf)

<b>Place of Birth of Foreign Born Population Miami-Dade County</b>		
<b>2000 and 2005</b>		
<b>Percent of Total</b>		
	<u><b>2000</b></u>	<u><b>2005</b></u>
<b>Total:</b>	50.94	50.26
Europe:	1.96	1.86
Asia:	1.27	1.14
Africa:	0.22	0.29
Oceania:	0.02	0.02
Americas:	47.48	46.95
Latin America:	47.24	46.71
Caribbean:	30.57	29.46
Central America:	7.95	7.54
South America:	8.72	9.70
Northern America:	0.24	0.25

Source: U.S. Census Bureau, Census 2000, 2005 American Community Survey. Miami-Dade County, Department of Planning and Zoning, Research Section, 2007. Note: Data are estimates based on a household sample and are subject to sampling variability. [http://www.miamidade.gov/planzone/pdf/overview of the Socio-economic.pdf](http://www.miamidade.gov/planzone/pdf/overview%20of%20the%20Socio-economic.pdf)



**EXHIBIT 13: GLOBAL CITIES INDEX, 2010**

Rank	City	Rank by Population	Rank by GDP
1	New York	6	2
2	London	28	5
3	Tokyo	1	1
4	Paris	20	6
5	Hong Kong	31	14
6	Chicago	25	4
7	Los Angeles	12	3
8	Singapore	38	23
9	Sydney	43	24
10	Seoul	22	19
11	Brussels	54	48
12	San Francisco	46	16
13	Washington	42	10
14	Toronto	36	20
15	Beijing	13	33
16	Berlin	48	46
17	Madrid	34	22
18	Vienna	55	40
19	Boston	41	11
20	Frankfurt	64	20
20	Shanghai	7	21
22	Buenos Aires	11	12
23	Stockholm	59	52
24	Zurich	61	58
25	Moscow	19	13
26	Barcelona	37	31
27	Dubai	56	49
28	Rome	49	37
29	Amsterdam	63	60
30	Mexico City	5	8
31	Montreal	44	35
32	Geneva	65	61
<u>33</u>	<u>MIAMI</u>	<u>58</u>	<u>54</u>
33	Munich	35	18

Source: <http://www.foreignpolicy.com/node/373401>

**EXHIBIT 14: THE KNIGHT FOUNDATION*****Best Ideas for the South Florida arts receive \$2.9 million in funding***

**MIAMI, Nov. 28, 2011**— Thirty-one ideas – many of them from small cultural groups helping to weave the arts into South Florida’s DNA – have been selected as 2011 winners of the Knight Arts Challenge.

The challenge, a program of the John S. and James L. Knight Foundation, is a communitywide contest helping to transform South Florida through the arts.

In its fourth year, the challenge is investing \$2.9 million in projects that will:

- Bring the arts into people’s everyday lives, through opera performances in unexpected places, pop-up sculptures on Miami Beach, concerts downtown and in Miami-Dade parks and artist-lead bus tours of Miami’s lesser known points of interest.
- Tell Miami’s unique story, by portraying coral as a living art form in public exhibits, expanding an artist-in-residence program in the Everglades and creating a mentorship program for African-American playwrights.
- Help develop a recognizable “Miami” style of dance by launching a new dance company and offering opportunities for local and international choreographers.
- Provide tomorrow’s artists and arts enthusiasts with enriching experiences – including a chance to meet one of Haiti’s most prominent artists, be mentored by an author of teen novels or participate in art institute classes.
- Bring more Hispanic masters to South Florida, through a theater festival and exhibits and performances at the Cuban Museum.

“The Miami of today is not the Miami of ten, five or even two years ago. Much of that has to do with artists and supporters who are building a new Miami every day and bringing us together through their work,” Alberto Ibargüen, president and CEO of the John S. and James L. Knight Foundation. “Every day, Knight Arts Challenge winners add to that momentum, moving and inspiring us towards a better future.”

In just four years, Knight Foundation has invested close to \$19 million in Arts Challenge projects – an amount that local arts supporters are doubling with matching funds. Big ideas that have already become a reality include the Borscht Film Festival, helping to forge a new cinematic identity for Miami, The LegalArt Residency, Miami’s only live/work residency for artists, Sleepless Night Miami Beach, where tens of thousands enjoyed 12 hours of nonstop culture, and a sound art gallery debuting this weekend on Lincoln Road.

“So many of the best ideas for the South Florida arts are coming from the ground up, these are small, artist-driven groups who pour their creativity into this community and help bring South Florida together through the arts,” said Dennis Scholl, Knight Foundation’s vice president/arts.

In addition, Knight kicked off the challenge in 2008 by investing \$20 million in endowment grants that fund a new-media program at the New World Symphony, field trips for 40,000 students a year to the Miami Art Museum when it opens its new building, and a series of exhibitions by emerging artists at the Museum of Contemporary Art, North Miami.

The contest’s success inspired Knight Foundation to launch a national arts program, which invests in projects that enrich and engage eight communities across the United States. The cities include Detroit, San Jose and Philadelphia, which now has its own Knight Arts Challenge contest.

Source: <http://www.knightfoundation.org/press-room/press-release/2011-knight-arts-challenge-winners>

**EXHIBIT 15: FOREIGN INVESTMENT IN MIAMI-DADE COUNTY****Florida Destinations  
for Foreign Investment**

(Commercial real estate 2011 in millions)

<b>Market</b>	<b>Investment</b>
<b>Miami</b>	\$471.54
<b>Palm Beach</b>	142.00
<b>Broward</b> (Fort Lauderdale MSA)	120.26
<b>S.W. Florida</b> (Naples-Fort Myers-Sarasota)	75.10
<b>Tampa</b>	32.55
<b>Central Florida</b> (Seminole-Osceola-Volusia-Lake)	14.15
<b>Orlando</b>	12.75
<b>Daytona Beach</b>	6.00
<b>All other Florida markets</b>	<b>\$76.80</b>

**Top 10 U.S. Markets  
for Foreign Investment**

(Commercial real estate 2011)

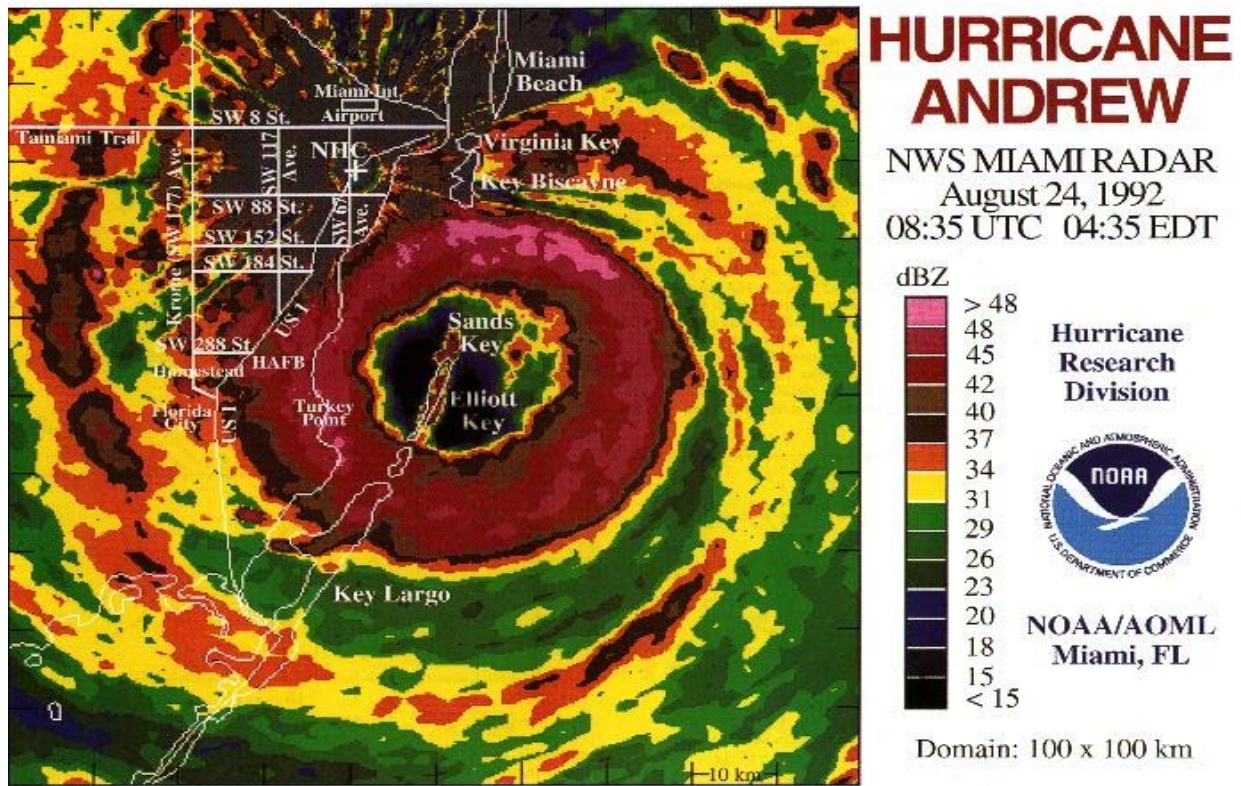
<b>Market</b>	<b>Investment</b>
<b>Manhattan</b>	\$6.07 billion
<b>Chicago</b>	1.62
<b>Boston</b>	\$619.40 million
<b>Dallas</b>	559.80
<b>Los Angeles</b>	535.66
<b>D.C. and Va. suburbs</b>	486.53
<b>San Francisco</b>	479.49
<b>Miami</b>	471.54
<b>Washington, D.C.</b>	438.40
<b>NYC boroughs</b>	421.60

**Investment in Florida by Country**

(Commercial real estate 2011 in millions)

<b>Country</b>	<b>Investment</b>
<b>Malaysia</b>	\$252.25
<b>Canada</b>	235.00
<b>Germany</b>	172.04
<b>Israel</b>	89.21
<b>United Kingdom</b>	77.00
<b>Mexico</b>	49.95
<b>Switzerland</b>	48.50
<b>Argentina</b>	14.10
<b>Hong Kong</b>	13.10
<b>Total foreign investment</b>	<b>\$951.15</b>

Source: [http://www.floridatrend.com/a56039\\_miamis-billion-dollar-real-estate-boom](http://www.floridatrend.com/a56039_miamis-billion-dollar-real-estate-boom)

**EXHIBIT 16: HURRICANE ANDREW**

Source: <http://www.nhc.noaa.gov/1992andrew.html>



**EXHIBIT 17: CHILDREN'S TRUST VOTE****Across The County, Voters Said "Yes"**

*As appeared in The Miami Herald on Sept. 3, 2008.*

That quite remarkable victory last week wasn't just because we are on the side of the angels (though we are). The Children's Trust was reaffirmed by voters, 86 percent to 14 percent. How did that happen? What does it tell us about the future of our community?

How remarkable? First, remember that this community tried to pass, back in 1988, a dedicated funding source for children. It failed, 2-1. In 2002, after 22 months of polling, strategizing, raising money and taking all the necessary steps for a successful campaign, the same issue prevailed, 2-1. To give us a better chance of passage that year, we added a "sunset" provision -- that is, dear voter, try this for five years, and if you like it, we, the people of Miami-Dade, can keep investing in children past all our lifetimes. That was the vote on Tuesday last week.

Now add two more factors: 1. these are tough economic times, the toughest ever for many people. (One cannot forget that this is a tax, albeit an affordable one: \$57.88 a year for a median-assessed-value homeowner); 2. We live in a place where you can barely turn around before seeing another scandal involving the public trust. There is so much mistrust where we live, and "trust" is the crucial issue in our community.

So if you had to pick a tough time to have an election, this was it.

Yet here's what we know from sophisticated Bendixen & Associates polling analysis from the election and the voting that took place by absentee and early voting before then: 77 percent of Hispanics voted for this, 85 percent of non-Hispanic whites and an almost-astounding 97 percent of black and African-American voters.

When was the last time that more than three-quarters of all Hispanic, non-Hispanic white and black voters supported the same candidate or an important electoral issue?

Never, says a man who knows more about polling and political strategy than anyone I know. That is Sergio Bendixen, the internationally known pollster and strategist, a Miamian and absolutely key to this splendid victory last Tuesday.

One more remarkable number: The children -- and The Children's Trust -- won 763 precincts. Just one precinct -- Precinct 369, in the northwest corner of Miami-Dade -- was lost (quite overwhelmingly I might add, two for and six against).

The children won for at least five reasons:

- The grassroots: The campaign mobilized thousands of volunteers . . . it had a precinct captain in more than 400 precincts . . . more than a thousand volunteers for The Children's Trust were at the early-voting sites and at the Election Day precincts to provide last-minute information to voters. Bendixen would tell you that this level of grassroots activity for a candidate or issue -- phone calls, e-mails, post cards, yard signs, and neighborhood meetings -- is unprecedented in recent Miami-Dade political history.
- Political consensus: The campaign put together a political coalition that united Democrats and Republicans. Liberals, moderates and conservatives . . . people of every race and national origin, the rich and poor and those in between, people my age and those younger and older, business and civic and labor leaders.
- Strong leadership: Bishop Victor Curry and the more than a hundred pastors he activated and energized . . . Claudia Puig and the support of the key Spanish-language talk radio personalities -- Martha Flores, Armando Perez Roura and so many more . . . the relentless efforts to raise the dollars necessary to run the campaign . . . Bendixen and the professional team of campaign staffers that he recruited and organized, including campaign manager

Susan Vodicka, Da-Venya Armstrong, Freddy Balsera and many more, the wisdom and expertise of Alicia Apfel and Obdulio Piedra.

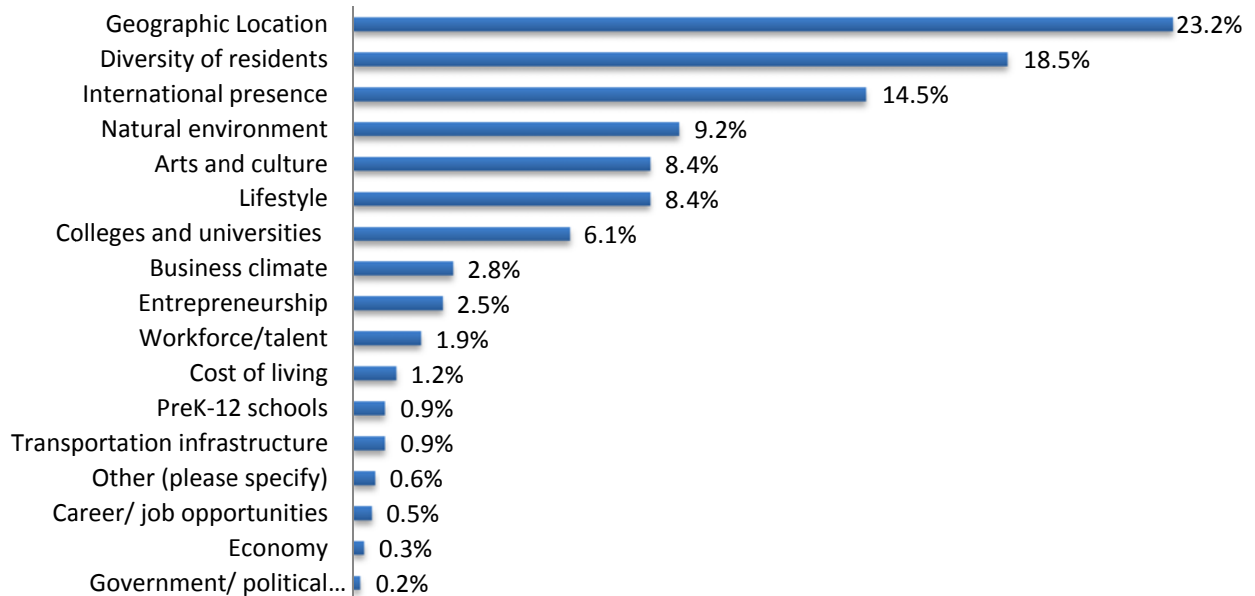
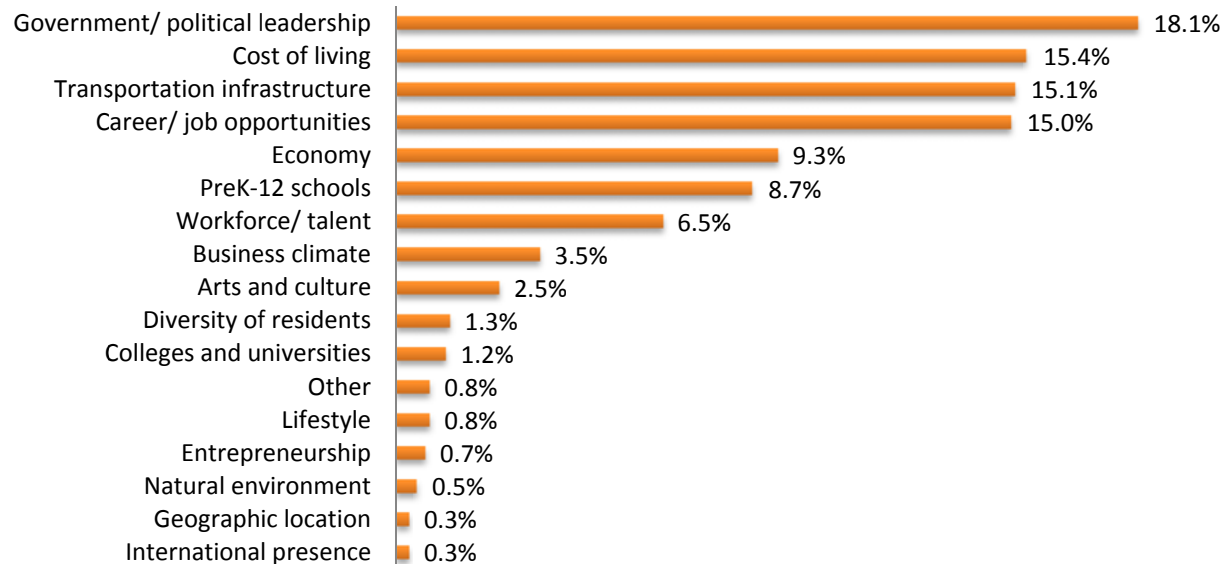
- Communications strategy: TV, radio and newspaper ads targeted high-information voters likely to participate in a low-turnout primary in August. Messages delivered by Alonzo and Tracy Mourning, Bishop Curry, Jeb Bush, Leticia Callava, Armando Perez Roura, Maurice Ferre and Piman Bouk were consistent, easy to understand and based on the ballot language that voters would read.

- The accomplishments of The Children's Trust: None of this could be done had there not been the record to stand upon, meaning: The 45,000 children who had higher-quality after-school care and summer camp, the 165 public schools with health teams, the millions invested in programs for children with special needs, the still more millions invested in incentives for higher-quality, brain-stimulating childcare, the programs to diminish violence and much more. Give many people credit for that, including the staff led by Modesto Abety as well as the 33-member board.

We live in a community so often roiled by painful tensions. Last week's vote tells us we can get beyond those tensions, respect one another and respect our differences and unite on a future that embraces everyone.

If that seems Pollyanna-ish -- just plain naive -- remember what the people of Miami-Dade did last week for children, all children. There is a lesson for all of us in this election.

Source: <http://www.thechildrenstrust.org/enewsletter/483>

**EXHIBIT 18: BEACON COUNCIL ONE COMMUNITY/ONE GOAL REPORT****What are Miami-Dade's top 3 strengths?****What are Miami Dade's top 3 weaknesses?**

Source: One Community One Goal Resident/Business Survey, August 10, 2011  
<http://www.beaconcouncil.com/webdocs/Foundation/OneCommunityOneGoalCompetitiveAssessment.pdf>.

## Endnotes

- <sup>1</sup> <http://www.bloomberg.com/news/2011-03-15/miami-dade-voters-oust-mayor-in-municipal-recall>
- <sup>2</sup> <http://www.nytimes.com/2011/03/16/us/16miami.html>
- <sup>3</sup> <http://www.hmsf.org/collections-south-florida-birth-city>
- <sup>4</sup> <http://www.historymiami.org/research-miami/topics/history-of-miami>
- <sup>5</sup> <http://www.historymiami.org/research-miami/topics/history-of-miami>
- <sup>6</sup> <http://www.srh.noaa.gov/mfl/?n=miamihurricane1926>
- <sup>7</sup> Allen, Frederick Lewis, *Only Yesterday* written in 1931; Home, Sweet Florida; <http://www.doctorhousingbubble.com/florida-housing-1920s-redux-history-repeating-in-florida-and-lessons-from-the-roaring-20s>
- <sup>8</sup> <http://www.cnbcmagazine.com/story/shore-bet/1346/1>
- <sup>9</sup> George, P., South Florida History, 24(2), Summer 1996
- <sup>10</sup> Grenier, G. J., *Miami Now! Immigration, Ethnicity, and Social Change*, Gainesville, FL, University Press of Florida, 1992
- <sup>11</sup> Grenier, Guillermo J. *Miami Now! Immigration, Ethnicity, and Social Change*, (Gainesville, FL: University Press of Florida, 1992), 10
- <sup>12</sup> Grenier, G. J. *Miami Now! Immigration, Ethnicity, and Social Change*, Gainesville, FL, University Press of Florida, 1992
- <sup>13</sup> City of Miami Official Website, <http://www.miamigov.com/home>
- <sup>14</sup> City of Miami Official Website, <http://www.miamigov.com/home>
- <sup>15</sup> [http://www.pbs.org/wgbh/amex/eyesonthepize/profiles/21\\_mcduffie.html](http://www.pbs.org/wgbh/amex/eyesonthepize/profiles/21_mcduffie.html)
- <sup>16</sup> Andrea Robinson, "Miami-Dade Faces A Black Middle-Class Exodus," Miami Herald, July 2007, available <http://www.floridacdc.org/articles/070729-1.html>
- <sup>17</sup> "Historical Census Statistics on the Foreign-Born Population of the United States: 1850 to 1990", U.S. Government Printing Office, Washington, DC., 1999, available <http://www.census.gov/population/www/documentation/twps0029/tab03.html>
- <sup>18</sup> <http://www.time.com/time/magazine/article/09171922693-200>



- 
- <sup>19</sup> "Historical Census Statistics on the Foreign-Born Population of the United States: 1850 to 1990", U.S. Government Printing Office, Washington, DC., 1999, available <http://www.census.gov/population/www/documentation/twps0029/tab03.html>
- <sup>20</sup> <http://www.usimmigrationsupport.org/wetfoot-dryfoot.html>
- <sup>21</sup> [http://www.miamidade.gov/planzone/Library/Census/demographic\\_profile.pdf](http://www.miamidade.gov/planzone/Library/Census/demographic_profile.pdf).
- <sup>22</sup> <http://www.time.com/time/magazine/article/0917192269300>
- <sup>23</sup> <http://www.lul.org/Email/EducationSummit2011.htm>; <http://www.strivetoegether.org/>; <http://www.hfrp.org/publications-resources/browse-our-publications/building-a-cradle-to-career-pathway-in-cincinnati-ohio>; <http://www.miamiherald.com/2011/12/12/2543034/more-high-school-kids-graduating.html>
- <sup>24</sup> <http://articles.sun-sentinel.com/1997-11-15/news/97111504841dade-county-low-voter-turnout-county-signs>
- <sup>25</sup> Miami-Dade County Office of the Property Appraiser, "Miami: Mistress of the Americas (Metropolitan Portraits)," page 168, University of Pennsylvania Press
- <sup>26</sup> "Volunteering in Miami, FL," Volunteering in America, 2008-2010, available <http://www.volunteeringinamerica.gov/FL/Miami>
- <sup>27</sup> <http://www.census.gov/prod/2011pubs/acs-16.pdf>
- <sup>28</sup> "The most expensive and richest cities in the world," UBS, available <http://www.citymayors.com/economics/usb-purchasing-power.html>
- <sup>29</sup> "Miami-Dade County, Florida," U.S. Census Bureau State and County Quick Facts, available <http://quickfacts.census.gov/qfd/states/12/12086.html>, accessed August 2011. Wayne Tompkins, "Miami poverty rate among highest in US, Census report says," Miami Today, August 2007, available <http://www.miamitodaynews.com/news/070830/story7.shtml>
- <sup>30</sup> Kurt Badenhausen, "America's Most Miserable Cities," February 2011, available <http://www.forbes.com/2011/02/02/stockton-miami-cleveland-business-washington-miserable-cities.html>
- <sup>31</sup> <http://portal.elevatemiami.com/pages/releases.aspx>
- <sup>32</sup> Páez, M. and Suárez-Orozco, M. (Eds.), *Latinos: Remaking America*, Berkeley: University of California Press, 2002
- <sup>33</sup> "Miami-Dade County, Florida," U.S. Census Bureau State and County Quick Facts, available <http://quickfacts.census.gov/qfd/states/12/12086.html>
- <sup>34</sup> "Language Use and English-Speaking Ability," Census 2000 Brief, October 2003, available <http://www.census.gov/prod/2003pubs/c2kbr-29.pdf>
- <sup>35</sup> Grenier, Guillermo J. *Miami Now! Immigration, Ethnicity and Social Change*, (Gainesville, FL: University Press of Florida, 1992), 114

---

<sup>36</sup> Marco Rubio served as Speaker of the Florida House (2006-8), David Rivera was Rules Committee Chair (2006-08) and Appropriations Chair (2008-10), Carlos Lacasa (200-02) and Rudy Garcia (1995-96) served as Chairman and Vice Chairman of the House Appropriations Committee, and Mario Diaz Balart (1995) was chair of the Senate Appropriations Committee

<sup>37</sup> "Work, Play, and Live in Miami-Dade County," Miami-Dade County Office of Economic Development and International Trade, available [http://www.miamidade.gov/oedit/business\\_benefits.asp](http://www.miamidade.gov/oedit/business_benefits.asp)

<sup>38</sup> "Place of Birth for the Foreign-Born Population Miami-Dade County 2000," U.S Census Bureau, 2000

<sup>39</sup> Hannah Sampson, "2010 a record year for tourism in Miami-Dade," The Miami Herald, 2011, available [http://www.miamiherald.com/2011/03/03/2095984\\_2010-a-record-year-for-tourism.html#ixzz1Tse5BpF6](http://www.miamiherald.com/2011/03/03/2095984_2010-a-record-year-for-tourism.html#ixzz1Tse5BpF6)

<sup>40</sup> "The Global Cities Index 2010," Foreign Policy, available <http://www.foreignpolicy.com/node/373401>

<sup>41</sup> <http://www.miamidade.gov/citt/history.asp>

<sup>42</sup> Alfonso Chardy, Martha Brannigan, Matthew Haggman, "Trouble at Transit: Is Agency in Control?," Miami Herald, December 2010, available <http://www.miamiherald.com/2010/12/25/1988687/trouble-at-transit-is-agency-in.html>

<sup>43</sup> Paul Dunn, "Gateway to the Americas," Global Aviation Magazine, Issue3, December 2011, p.15-30, <http://www.miami-airport.com/pdfdoc/clips-Global-Aviation-12-2011.pdf>

<sup>44</sup> "Work, Play, and Live in Miami-Dade County," Miami-Dade County Office of Economic Development and International Trade, available [http://www.miamidade.gov/oedit/business\\_benefits.asp](http://www.miamidade.gov/oedit/business_benefits.asp)

<sup>45</sup> Grenier, Guillermo J., *Miami Now! Immigration, Ethnicity, and Social Change*, Gainesville, Florida University Press, 1992, p.8

<sup>46</sup> <http://www.portofmiamitunnel.com>

<sup>47</sup> Moss Kanter, Rosabeth, *World Class: Thriving Locally in the Global Economy*, Simon & Schuster, New York, 1995, p.284

<sup>48</sup> Peter J. Taylor and Robert E. Lang, "U.S. Cities in the 'World City Network,'" February 2005, The Brookings Institution, Survey Series, [http://www.brookings.edu/metro/pubs/20050222\\_worldcities.pdf](http://www.brookings.edu/metro/pubs/20050222_worldcities.pdf)

<sup>49</sup> <http://www.terremark.com/data-centers/americas/nap-americas.aspx>; Terremark Worldwide, Inc., was purchased by Verizon Communications, Inc., in January 2011 for \$1.4 billion. <http://newscenter.verizon.com/press-releases/verizon/2011/verizon-to-acquire-terremark.html>

<sup>50</sup> <http://www.miamidadearts.org/surveys.aspx>

<sup>51</sup> The Beacon Council, Press Release, "Miami-Dade County's unemployment rate falls for the fifth month in a row," <http://www.beaconcouncil.com/Web/NewsArticle.aspx?Page=newsArticle&id=477>

- 
- <sup>52</sup> <http://www.floridatrend.com/article.asp?page=2&aID=56039&slug=miamis-billion-dollar-real-estate-boom>
- <sup>53</sup> <http://www.miamiherald.com/2011/12/15/2546734/margulies-breaks-ground-on-new.html>
- <sup>54</sup> [http://www.floridatrend.com/a56039\\_miamis-billion-dollar-real-estate-boom](http://www.floridatrend.com/a56039_miamis-billion-dollar-real-estate-boom)
- <sup>55</sup> <http://www.nytimes.com/2008/12/28/business/media/chapman>
- <sup>56</sup> [http://www.citymayors.com/mayors/miami\\_mayor](http://www.citymayors.com/mayors/miami_mayor)
- <sup>57</sup> <http://www.npr.org/templates/story/story.php?storyId=5076730>
- <sup>58</sup> UM Official Website, [http://www.miami.edu/index.php/about\\_us/achievements\\_and\\_traditions/history](http://www.miami.edu/index.php/about_us/achievements_and_traditions/history)
- <sup>59</sup> UM Libraries Digital Collections, <http://scholar.library.miami.edu/umhistory/chronology.html>
- <sup>60</sup> <http://scholar.library.miami.edu/umhistory/chronology.html>
- <sup>61</sup> UM Website, [http://www.miami.edu/index.php/about\\_us/fast\\_facts/faculty\\_employees](http://www.miami.edu/index.php/about_us/fast_facts/faculty_employees)
- <sup>62</sup> <http://www6.miami.edu/alumni/eblasts>
- <sup>63</sup> <http://news.fiu.edu/2008/11>
- <sup>64</sup> *Millennium Strategic Plan*, FIU, 2003
- <sup>65</sup> Beers, M., Gallagher, P., & Maidique, M. Florida International University: A Top Urban Public Research University. In *Fixing the Fragmented University*, Burke, J.C. (Ed), 2007, Anker Publishing, Bolton, MA
- <sup>66</sup> FIU Official Website, <http://president.fiu.edu/about/past>
- <sup>67</sup> <http://www.thechildrenstrust.org/about-us>
- <sup>68</sup> <http://miamiherald.typepad.com/gaysouthflorida/2009/01/ruth-shack-to-step-down-from-dade-community-foundation.html>
- <sup>69</sup> <http://miamifoundation.org/miamifellows.aspx>
- <sup>70</sup> <http://plannedgivingmiami.org/downloads/pressrelease20090415M-Dnamechange.pdf>
- <sup>71</sup> Glaeser, Edward, *Triumph of the City*, Penguin Books, 2011
- <sup>72</sup> Florida, Richard, *Cities and the Creative Class*, Routledge, 2005
- <sup>73</sup> "American Cities of the Future, 2011-12, Results," <http://www.fdiintelligence.com/Locations/Americas/American-Cities-of-the-Future-2011-12>

---

<sup>74</sup> <http://online.wsj.com/article/SB10001424052970204753404577066470694261462.html>

<sup>75</sup> <http://www.miamidade.gov/planzone/library/narratives/EducationGlance.pdf>

<sup>76</sup> Connor Dougherty, *Wall Street Journal*,  
<http://online.wsj.com/article/SB10001424053111904563904576585163584175074.html>

<sup>77</sup> Moss Kanter, Rosabeth, *World Class: Thriving Locally in the Global Economy*, Simon & Schuster, New York, 1995; and [http://www.foreignpolicy.com/articles/2010/08/27/miami\\_swoon](http://www.foreignpolicy.com/articles/2010/08/27/miami_swoon)

<sup>78</sup> [www.onecommunityonegoal.com](http://www.onecommunityonegoal.com)

<sup>79</sup> <http://www.beaconcouncil.com/webdocs/Foundation/OneCommunityOneGoalCompetitiveAssessment.pdf>