

THE METRO

The Metropolitan Center
School of International and Public Affairs

Stay Connected!  

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Who We Are

The Florida International University Metropolitan Center is an applied research and training institute that provides policy solutions to public, private and non-profit organizations in South Florida.

Our core areas are

- **Economic and Housing Market Analysis**
- **Training and Organizational Development**
- **Survey and Opinion Research**

For 18 years, the FIU Metro Center has been conducting research to improve operational procedures and delivery of services in local governments and non-profit organizations. The Center is staffed with experts in the fields of urban planning, economic development, behavioral research, and training. With its extensive experience and body of work, the Center has earned notoriety for holding a keen understanding of the economics of the region, and as such works with entities in Miami-Dade, Broward and Palm Beach Counties.

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Upcoming Events

(More events on pg. 7)

April 2015

Wednesday, 4/1/15

Grant Writing 101: Designed for those with little or no grant writing experience, the Grant 101 workshop will cover the following topics: Learning how to find grants; Getting the inside edge; Creating winning strategies; and the nuts and bolts of proposal writing. [Register Here.](#)

Wednesday and Thursday 4/15/15 & 4/16/15

Grant Writing 201: Get your Grant Writing Certification with the FIU Metropolitan Center. This 2-day workshop will touch upon developing a proposal concept, research and development, administering grants once received, programmatic marketing skills, tips on how to lobby state and federal legislative officers, establishing collaborative research partnerships and the use of the latest technology in grants writing and administration. **Prerequisite:** Attended Grants 101, and/or earned at least an Associate of Arts/ Associate of Science degree [Register Here.](#)

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Message from Our Director

I frequently tell students that one of the most important things they do as professionals is solve problems. The Metropolitan Center's raison d'être is problem solving. This report demonstrates how we solve problems in South Florida and beyond in many ways. Whether it's helping cities provide more affordable housing or redevelop their urban cores, or enhancing management skills among local decision makers or African leaders, the Center and its staff tailor solutions for solving problems and building human capital. We take pride in what we've accomplished this year; we've come out of the "Great Recession" with an outstanding staff of seasoned professionals and talented junior colleagues committed to producing high-quality, non-partisan research and training that improves quality of life in the region.

Another facet of our operation is providing a high ground for discourse on critical issues. This year's forums on the economy, hurricane preparedness, and regional transit provide venues for public input and expert opinion that drive policy formulation for local, state, and federal decision makers in appointed and elected ranks. These forums are a long-standing Center tradition that embody the community engagement to which Florida International University aspires—and delivers.

A third leg of Center activities is providing a training ground for future researchers and managers. Students from the Master of Public Administration and Master of Global Governance serve with us as interns, research assistants and senior policy analysts at the Center and in other agencies throughout South Florida. Our deep professional network in city, county, and nonprofit organizations opens doors for placement in a myriad of positions. These students are FIU's ambassadors to the world of practice. And they are problem solvers in a complex world.

Some of our repeat customers say the Center is one of South Florida's best-kept secrets. The projects detailed in the report suggest the secret is out of the bag! For the past 16 years, the Metropolitan Center has served the community with applied social science that helps solve tough problems. Contact me at howard.frank@fiu.edu or at (305) 348-0410 to find out more about the Center and what it can do for your organization.

Dr. Howard A. Frank

Professor and Chair of Public Administration

Director, Metropolitan Center

Editor-in-Chief, Journal of Public Budgeting, Accounting & Financial Management

Florida International University

New MC Members

The Metropolitan Center welcomes five new members to its research team.

From left to right: Kevin Greiner, Affiliate Research Fellow, Ralph Rosado, Affiliate Research Fellow, and Claudia Villalta, Project Coordinator. We also have two new Graduate Research Assistants, Matthew Walker, FIU Global Governance M.A. candidate and Daniela Waltersdorfer, B.A. Sociology. View their bios on our website

<http://metropolitan.fiu.edu/about/experts/>.



Kevin T. Greiner

Kevin Greiner, MUP, JD, is development planner, analyst and policy researcher with over 25 years of experience leading a wide variety of comprehensive redevelopment and planning projects as a consultant and principal in the public and private sectors. His research at the Center focuses on regional economic competitiveness, community development best practices, strategic planning and public-private development finance. Mr. Greiner maintains a consulting practice serving the development and strategic planning needs of private, public and non-profit clients. He currently represents the NW 7th Avenue Community Redevelopment Agency (Miami) as its Economic Development Coordinator, and is completing numerous strategic development plans for a variety of agencies throughout South Florida. Mr. Greiner previously served as the Director of Planning for the City of Buffalo, New York, and Vice President of the Buffalo Economic Development Corporation. His portfolio of work includes regional development policy studies, numerous successful and award-winning community development projects, and raising over \$350 Million in public development funding. Mr. Greiner received his Master of Urban Planning (MUP) and Law (JD) degrees from the University at Buffalo, State University of New York.

Ralph Rosado

Ralph Rosado is President of Rosado and Associates, an urban planning and economic development strategy firm based in Miami, as well as an instructor in graduate and professional programs at the University of Miami and Florida International University. Ralph holds a joint Master's degree in public policy and urban planning from Princeton University and is a Doctoral Candidate in City Planning at the University of Pennsylvania, with a focus on Neighborhood Revitalization and Economic Development, with an expected graduation date of May 2015. Past professional experience includes serving as a senior government official for three cities, Executive Director of the South Florida Community Development Coalition, and, previous to that, serving as an Urban Design and Neighborhood Revitalization consultant to a number of municipalities in Miami-Dade. While in graduate school, at the invitation of President Bush, Ralph served as a White House Graduate Intern with the United States Department of Housing and Urban Development (HUD) in Washington D.C.

Honors include being named Miami Leader, one of Miami's Top Nonprofit Executives, by the Miami Foundation, 2012, and a Top Latino Leader of Miami, by Latino Leaders Magazine, 2013.

Our Work: Economic & Housing Market Analysis



Broward County Housing Needs Assessment— June 2014

The 2014 Broward County Affordable Housing Needs Assessment provides a current market perspective on the key demand and supply factors impacting the production and availability of affordable housing in Broward County. The previous 2011 study, prepared on behalf of the Broward County Housing Council, found that increasing levels of affordability for existing single-family and condominiums brought on by the collapse of the “housing bubble” had not improved overall housing affordability for homebuyers and renters alike. The current assessment of Broward County’s affordable housing needs found the housing recovery well underway with new construction activity, rising home prices and growing demand. And, while the rental market also continues to strengthen by most indicators, income stagnation and the loss of the more affordable rental stock are leading many working families and households to fall further behind. The study found the housing market in Broward County has undergone significant changes since the collapse of the housing bubble and subsequent economic recession.

Miami-Dade Economic Advocacy Trust Annual Report Card and Scorecard

On behalf of the Miami-Dade Economic Advocacy Trust (MDEAT), the FIU Metropolitan Center conducted its Annual Report Card, as mandated by the County Code of Ordinances Article XLVIII, Section 2-505. The ordinance requires the Trust to submit an Annual Report Card on the State of the Black Community in Miami-Dade County. The report examines key areas of economic development and features profiles of each of the 17 TUAs (Targeted Urban Areas). The analysis found that needs vary widely among the TUAs, but found clear correlations between unemployment, median household and per capita incomes, poverty, affordable housing and crime.

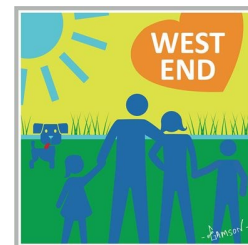
Broward County Housing Linkage Fee Nexus Study— December 2014

The 2014 Broward County Housing Linkage Fee Nexus Study prepared on behalf of the Board of County Commissioners, Broward County, Florida by the Florida International University (FIU) Metropolitan Center provides an update to the 2007 Broward County Housing Linkage Fee Nexus Study. The study update focuses on the

“Microeconomic Jobs Housing Analysis” and “Total Housing Nexus Costs” sections of the 2007 study. The purpose of this study is to determine whether there exists a reasonable connection (linkage) between the construction of new workplace buildings of 100,000+ square feet in Broward County and the demand for affordable housing by the new employees who work within these buildings. The nexus analysis is a calculation of the potential number of housing units by affordability level associated with the new workers expected in each new commercial building type. The nexus cost is the amount required to mitigate the affordability gap for worker housing units at each household income affordability level. The affordable housing linkage fee that is considered as a result of the nexus analysis is designed to mitigate the development’s impact on the local housing market by providing a funding source for affordable worker housing.

West End Strategy Report, District 11

In an effort to improve the West Kendall community, Miami-Dade County Commissioner Juan C. Zapata consulted Florida International University to develop a comprehensive master plan. In partnership with The College of Architecture + the Arts, The Metropolitan Center provided District 11 with business inventory, worker commuter patterns, and a breakdown of class of workers and respective industries. The study was led by Dr. Winifred Newman, Associate Professor and Director of Advanced Studies at FIU.



Economic Impact Study for Proposed Motion Picture Studio in South Florida

The Metropolitan Center staff worked with investors on the feasibility of funding the construction of a major motion picture studio in Miami-Dade County. The development will be the most advanced film and TV studio complex on the East Coast, servicing feature films, television, commercials, music videos and other entertainment production projects.

The study included the assessment of future economic impact of the construction and operations phases. The study used both IMPLAN and RIMS II models to estimate employment, earnings, and value-added impacts of the studio.

Training and Organizational Development

YALI Premiers at FIU—Summer 2014

President Obama's 2010 initiative to recruit and train emerging young leaders from the African continent took off in the summer months of 2014 at FIU. The University received a \$100,000 grant to host 25 fellows from sub-Saharan nations for an intense 7-week immersion program consisting of workshops, mentoring and networking with the presence of FIU faculty throughout. FIU was the only Florida university selected to host the program in 2014.

While at FIU, the fellows, ages 25 to 35, participated in a public management curriculum highlighting environmental issues developed by the Metropolitan Center. As part of their training at FIU, they made site visits to various agencies in Miami-Dade County. Institute faculty was drawn from a variety of areas including the School of International and Public Affairs; the School of Environment, Arts and Society; and the African and African Diaspora Studies Program. Fellows also received leadership training and contributed in community service projects.



Training Highlights 2014

Professionalism & Ethics for City of Miami Lobbyists

The Metropolitan Center trained over 200 City of Miami lobbyists in Professionalism and Ethics. The program consisted of a four (4) and two (2) hour training session designed to develop participants' skillsets and understanding of legal matters, values, ethics and integrity principles, and how these impact daily decision-making. Through a series of case studies, the program explored the impact of ethical choices in the crafting of public policy, and provided a framework for making ethical decisions in the public arena.

Cultural Sensitivity & Sexual Harassment

More than 150 employees from the City of West Park successfully completed this training, which showed employees, supervisors and managers how to recognize, prevent and resolve sexual harassment issues. Employees learned how to identify unlawful behavior and reduce individual liability while learning more about living and working in a culturally diverse work environment.

The Metropolitan Center offers more than 200 training programs, which can be tailored to any organization's need.

For more information on Training courses available through the Center, visit metropolitan.fiu.edu/training-institute

Survey and Opinion Research

Citizens' Independent Transportation Trust (CITT) Transportation Community Forum—February 2014

The Citizens' Independent Transportation Trust hosted the Transportation Summit Community Forum: An Opportunity for Public Input on Saturday, February 22, 2014, at the Miami-Dade Main Library Auditorium. The Community Forum was a follow up event to the 2013 Transportation Summit on "Visioning the Future of Miami-Dade County's Public Transportation." Its main goal was to provide an update to the community on the main themes discussed during the Transportation Summit. The [Report on Proceedings](#) for the Summit was prepared by the FIU Metropolitan Center.

There were approximately 130 Forum attendees, including over 100 residents, six exhibitors, CITT members as well as CITT and partners support staff. The event had 28 public commenters who asked questions, shared their experiences or voiced concerns about transportation in Miami-Dade County.



Village of Key Biscayne Quality Assurance Shops:

The Metropolitan Center conducted quality assurance shops in person and over the phone at various departments in the Village of Key Biscayne. The shops assessed the ability of department staff to provide services to diverse populations. Metropolitan Center evaluators enacted scenarios corresponding to the unique expertise of the department and representing sufficiently different situations in order to evaluate department staff ability to react to diverse customer needs.

This was the second round of shops conducted at Village of Key Biscayne departments, with the first round taking place in July 2012. The execution of secret shops in the second round replicated the first round with the same departments and the same number of shops conducted with each department or division.



211 Switchboard/The Children's Trust Helpline Quality Assurance Shops:

Beginning in 2010 the Metropolitan Center has been conducting annual evaluations of the quality of customer service provided by 211 Switchboard agents to Miami-Dade residents. With more than 10 specialty lines, the Switchboard offers counseling, crisis intervention, suicide prevention, and information and referral service to every caller, chatter or texter. Open 24 hours a day, every day, Switchboard's Contact Center services are offered in English, Spanish and Creole. The Metropolitan Center assessments simulate real-time customer experience by presenting the 211 call agents with inquiries and scenarios which they are likely to encounter in their daily work at the Switchboard. Some aspects of customer services which were evaluated included courteousness and politeness of agents, and relevance and accuracy of information they provided.



Upcoming Events

Professional Development Training

- **Customer Service Essentials**
Instructor: Kathleen Bishop
Date: Thursday, 4/16/15
- **Performance Measurement and Balance Scorecarding**
Instructor: Alexander Kroll
Date: Wednesday, 4/29/15 and Thursday, 4/30/15
- **Public Speaking and Presentation Skills**
Instructor: Marsha Freedman
Date: Wednesday, 5/6/15 and Wednesday, 5/13/15
- **Business Writing for Professionals**
Instructor: Kathleen Bishop
Date: Wednesday, 4/22/15 and Thursday, 4/23/15



Urban Research

Urban Affairs Association 45th Conference

April 8-11, 2015
InterContinental Miami
100 Chopin Plaza Miami, FL 33131
(305) 577-1000

FIU Metropolitan Center Staff will be presenting research and conducting tours at this year's UAA Conference in Miami.

Panels: *Place-based Change: Housing and Community Development Initiatives in Miami ; How Revitalization Works on the Ground: Who Stays, Who Goes, Who Benefits*

Tours: *Wynwood/Midtown Miami; Rental Housing Preservation in Miami Beach*

For more information, visit: urbanaffairsassociation.org

MetroForum

Hurricane Mitigation Forum will be held in June
Date: TBD



Events Hosted by our Community Partners

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by the

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A Look at Neighborhood Housing Markets


A Lecture with Alan Mallach, Senior Fellow at the Center for Community Progress, Washington DC

A city planner, advocate and writer, Alan Mallach is nationally known for his work on housing, economic development, and urban and neighborhood revitalization. A former director of housing & economic development in Trenton, New Jersey, he teaches in the graduate city planning program at Pratt Institute and has spoken on housing and urban issues across the United States, in Europe, Israel and Japan. His books include *A Decent Home: Planning, Building and Preserving Affordable Housing* and *Bringing Buildings Back: From Abandoned Properties to Community Assets*. He is a member of the College of Fellows of the American Institute of Certified Planners, and holds a B.A. degree from Yale University.




CORAL GABLES UNITED CHURCH OF CHRIST
3010 De Soto Blvd, Coral Gables


TUESDAY APRIL 7TH, 2015
9:00 a.m. Registration, 9:30 to 11:00 a.m. Program




Housing
Finance Authority



UNIVERSITY
OF MIAMI
OFFICE of CIVIC &
COMMUNITY ENGAGEMENT



Highland Model
Housing Gardens
of South Florida



JPMORGAN CHASE & CO.

Periodic Publications

Economic Currents

The Metropolitan Center's *Economic Currents* publication provides an overview of the South Florida regional economy. The report contains current employment, economic and real estate market data using key indicators to measure growth and stability in the regional economy. The economic indicators can be used by local governments, businesses and community-based organizations to establish benchmarks, prioritize resources, target markets and apply for funding. The report provides measurable indicators for five drivers of economic sustainability – employment and economic growth, household purchasing power, residential real estate stability and commercial/office market activity. Current and past issues can be found [here](#).

In the News

- *Novogradac Journal of Tax Credits*—Dr. Ned Murray was interviewed by the San Francisco based journal to discuss Low-Income Housing Tax Credits in Florida and other affordable housing financial tools in Broward County specifically. [Focus On: Fort Lauderdale, Fla., January 2015, Vol. VI, Issue I.](#)
- *The Miami Herald* reported that the City of Miami may annex approximately 1,600 acres of land near the Miami River. The [article](#) cites the recent annexation feasibility study produced by the Metropolitan Center, which will aid Commissioners to pass a resolution for the county to approve.
- *The Miami Times* reported on the *Annual Report Card and Scorecard* prepared by the Metropolitan Center. The report shows that while housing affordability is a problem for everyone, the share of cost-burdened households is exacerbated in poor, Black neighborhoods .
- *In response to a Request For Qualifications* posted by the City of Marathon, Monroe County, the FIU Metropolitan Center won the bid to conduct a “Workforce/Affordable Housing Assessment and Action Study.” The City announced its decision in early March. The move to proceed with the study is pending final agreements.

Past Events

January 22, 2015— The Citizens' Independent Transportation Trust (CITT) held the 2015 Transportation Summit: *Advancing the Community's Vision for Public Transportation* at Miami-Dade College Wolfson Campus. FIU Metro Center staff assisted in coordinating the event and are currently preparing report on proceedings for the County. For more information, visit www.miamidade.gov/citt

February 9, 2015—The Hallandale Beach CRA retained the FIU Metropolitan Center to conduct a Strategic Planning Session, with Affiliate Research Fellow Kevin Greiner as moderator.

February 24, 2015— The 4th Annual State of the South Florida Economy MetroForum was held at the Hyatt Regency Miami. Guests included city officials, business owners and community advocates who work in economic development in their respective fields. The topic of this year's economic forum was South Florida's economic sustainability. The event was moderated by Vice Provost of Research and Economic Development, Emily Gresham. Speakers included Dr. Ned Murray, Associate Director of the FIU Metropolitan Center, Tom Hudson (WLRN), Michael Maxwell (Maxwell + Partners), Lars Gilberts (United Way of Broward) and Kevin Greiner (FIU MC Research Fellow). Presentations are available on our [website](#).

February 26, 2015— Dr. Ned Murray presented his work at “Public Development: How the private sector can help cities get the highest impact”, which was hosted by the ©Smart Growth Partnership. For more information, visit: www.smartgrowthpartnership.org