Model City Neighborhood Revitalization Plan
Resolution Plan

The main objectives for this dispute resolution plan are:

- To build working relationships between all principal parties
- To facilitate an agreement of the shared goals and desired outcomes of the principal parties
- To facilitate the creation of a Model City Community Revitalization Plan based on input from the principal parties
- To facilitate the development of an implementation procedure for the new Revitalization Plan

One of the major obstacles in this case is getting clear communication to all parties involved. To begin this process, it would be best to bring members of all principal parties to the table. The principal parties in this case are: The City of Miami/Community Development Department, displaced and current Model City residents, Model City business owners, developers, and local banks. All of these principal parties have organized themselves into groups to voice their concerns over the lack of development in Model City. To begin, this process should be initiated by the City of Miami Community Development Department because they created the original plan. Also, the other parties have issues of trust with the City of Miami, not amongst themselves. First, the City of Miami CDD needs to get information about its attempt to redo the current plan out to the public beginning in early April. As a part of getting this information out, the City of Miami needs to convey the message that it is concerned with giving the community the opportunity to help make and/or influence formal decisions that will affect their neighborhood. This can be achieved in the following ways:

1. Hold a news conference to announce its plans to redo the Model City Revitalization Plan (Preferably have the Mayor of the City of Miami or another recognized, respected authority conduct the news conference)
2. Issue press releases and public service announcements to inform the public about its plans redo the Model City Revitalization Plan
3. Mail brochures stating its intent to representatives of the principal parties
4. Mail invitations and/or call the representatives of the principal parties to attend a Brown Bag Lunch to begin the process of gathering community input

Next the City of Miami should conduct a “Brown Bag Lunch Series”, beginning in early May. The City will meet with one group a week, comprised of the representatives of the principal parties and their constituents, on Wednesday’s from 11:00am to 2:00pm for the next five weeks. The schedule may look as follows:

May 7 – Displaced Model City Residents
May 14 – Current Model City Residents
May 21 – Model City Business Owners
May 28 – Developers
June 4 – Local Banks

The purpose of these lunches is to allow the City an opportunity to explain its current Revitalization Plan, and to allow each group the opportunity to express its issues and concerns with the current plan as well as suggest ways to improve it. At these Brown Bag Lunches, a facilitator will be present to make sure the meeting
stays on task, but it will primarily be run by someone from the CDD. The CDD will explain the current plan in detail, answering any questions that may arise as well as addressing issues and concerns that the group may have. The facilitator or a member of the CDD will explain the following procedure on how the overall process will work:

1. Each group will meet with the City during a Brown Bag Lunch.
2. After the Brown Bag Lunches, a Principal Party Workshop will take place where all parties will be brought together to discuss the plan, and come up with a shared list of desired outcomes.
3. Then the CDD will create a new plan for Model City.
4. The CDD will then present the new plan at a Revised Plan Meeting, where they will answer any questions and address any issues about the new plan.
5. Then the CDD will then take that information and make what changes they can to the plan.
6. After this, the final plan will be presented to the Steering Committee, which will have to approve it by a unanimous vote.
7. After the plan is approved, monthly meetings will be scheduled with the Steering Committee to monitor the City’s progress and to make adjustments to the plan as necessary.

At the Brown Bag Lunch participants will be asked to designate who will represent their group on the Steering Committee. It is important to express to the groups that the Steering Committee members will be responsible for distributing information back to the constituents in a timely fashion in order to keep them all abreast of the progress of the resolution process. Also, attendees will be asked to write down their issues and concerns with the current plan, as well as goals and desired outcomes for the new plan. These notes will be collected by the facilitator and forwarded to staff that will put the information on a consolidated form. At the conclusion of the final Brown Bag Lunch, the facilitator and staff will put together a master sheet listing the concerns of the groups and indicating concerns that transcended all the groups and distribute them to the members of the Steering Committee to pass out to their constituents to have on hand at the Principal Party Workshops. I suggest this over having a large meeting with all principal parties to avoid having a large, unmanageable group. This will also allow for more open discussion between the City and the principal parties.

After the Brown Bag Lunch Series is complete, the City of Miami CDD will host a “Principal Party Workshop” on the second Saturday in June. The same party representatives and constituents that attended the Brown Bag Lunches will be invited to this Workshop.

The purpose of this workshop is to:
- Bring all of the principal parties together to build a working relationship
- Develop a shared list of goals and desired outcomes

At this workshop, the participants will be broken up into seven working groups, comprised of members from each principal party, and lead by a facilitator who will be assisted by a staff person. Each group will be given a copy of the master list of issues and goals that was created from the Brown Bag Lunch Series. The facilitator will take the group through each issue and goal and facilitate a discussion which will allow a representative from each principal party to explain the issue or goal. After the discussion, the facilitator will assist in helping the group come up with a list of shared issues and shared desired outcomes, which will be written down on a flip chart by a staff assistant. Once all seven groups have completed this process, the groups will reassemble into one group and a master list will be created outlining the results. This information will be given to the Community Development Department and used as a tool to redo the Revitalization Plan.
Once the Community Development Department has completed the new plan, a “Revised Plan Proposal Meeting” will be held, where the CDD will present the revised plan to all of the principal parties at one time. After the presentation, the parties will have an opportunity to:

- Ask questions and express concerns about the new plan
- Provide input on ways to enhance the plan
- Establish a realistic time line to implement the new plan

All questions and concerns will be written down and recorded by the facilitator and/or staff. The CDD will again take the comments of the group into consideration and make changes as necessary to the new plan. After this revised plan is developed, it will be presented to the Steering Committee for final approval. The Steering Committee must come to a consensus on the Revitalization Plan. If this requires the CDD to make adjustments to the plan, their recommendations will be forwarded back to the CDD where adjustments will be made, if they are feasible.

Once the Steering Committee comes to consensus, the CDD will formally adopt the revised Model City Revitalization Plan. Monthly meetings will then be scheduled with the Steering Committee to monitor the City’s progress and to make any adjustments to the plan. It will be the Steering Committee member’s responsibility to disseminate information about the status and progress of the Revitalization Plan to their respective constituents. This way, all principal parties have a way to monitor the progress and have a means of making suggestions or recommending adjustments.

If this dispute resolution plan is implemented correctly it will allow for all parties to have an active voice in deciding how Model City will be revitalized. Each principal party should leave this process with a sense of ownership because they had the opportunity to give direct input on how the new plan would be developed. The interaction amongst the principal parties and the City of Miami will hopefully work to build a better sense of trust and cause the lines of communication between all parties to remain open.