



# ACCELERATE CHANGE TOGETHER

A CITY OF MIAMI LGBTQ+ INITIATIVE



**UHP**  
Urban Health Partnerships



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# **BACKGROUND**

## ***Community Background***

The catchment area for this Accelerator Plan is the City of Miami, Florida, a 36 square mile urban area with considerable economic, ethnic, and social diversity and the largest city among Miami-Dade County's 34 municipalities. According to the United State Census Bureau, the 2022 population for the city was 449,514, with a demographic breakdown as follows:

- 55.0% identifying as White
- 15.2% identifying as Black
- 22.9% identifying as Two or More Races
- 0.3% identifying as American Indian and Alaskan Native
- 72.3% identifying as Hispanic or Latino<sup>1</sup>

The City of Miami is comprised of many diverse neighborhoods, including Virginia Key, home to the city's historically "colored-only" beach, Little Haiti, Little Havana, Allapattah, Overtown, and Brickell, among others. In total, the city's population lives in 25 neighborhoods which spread across 20 zip codes. The Census estimates that 58.1% of the city's population is foreign-born and 77.8% of residents speak a language other than English at home, with Spanish and Haitian Creole as the top languages. Miami's median income of \$47,860 is lower than Miami Dade County's median income of \$57,815, and 20.9% of Miami residents live in poverty.

The priority/focus population for this Accelerator Plan is the City of Miami's LGBTQIA+ population. Miami is estimated to have 20,228 LGBTQIA+ individuals within city boundaries (based off the Williams Institute estimate that LGBT+ individuals make up 4.5% of the city's population) and 183,346 in the Greater Miami area (Williams Institute)<sup>2</sup>. There are an estimated 5,131 married same-sex couples in Miami as of 2015, according to a 2018 study of joint tax filings by the Tax Policy Center. This number represents 0.92% of all marriages (Robin Fisher)<sup>3</sup>.

Historically, the LGBTQIA+ population has had a visible presence in the city and the city has been welcoming to the population. Events and activities such as the MiFO LGBT Film Festival (formerly the Miami Gay and Lesbian Film Festival), Wynwood Pride, Miami Gay Chorus, and Gay8 Festival made the city inviting to individuals who may have felt ostracized elsewhere, though the current political climate in Florida is causing that sense of belonging to erode. Miami has also been at the forefront of LGBTQIA+ rights. In fact, the first same-sex marriage in Florida occurred in Miami. This was the result of a lawsuit (Pareto v. Rubin) which was filed by a Miami couple which argued that Florida's ban on same-sex marriage was unconstitutional<sup>4,5</sup>.

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<sup>1</sup> <https://www.census.gov/quickfacts/fact/table/miamicityflorida/PST045222>

<sup>2</sup> <https://williamsinstitute.law.ucla.edu/wp-content/uploads/MSA-LGBT-Ranking-Mar-2021.pdf>

<sup>3</sup> <https://www.census.gov/content/dam/Census/library/publications/2021/acs/acsbr-005.pdf>

<sup>4</sup> <https://www.miaminewtimes.com/news/meet-floridas-first-married-same-sex-couples-who-tied-the-knot-yesterday-in-miami-6550869>

<sup>5</sup> <https://www.nclrights.org/our-work/cases/pareto-v-rubin/>

## Community Health Issues

According to the City Health Dashboard, a project run by New York University Langone Health, Miami had 389.9 cardiovascular disease deaths per 100,000 population, compared to an average of 211.3 across the Dashboard's cities; 16.2% of Miami's adults reported having diabetes, compared to an average of 10% across the Dashboard's cities; 31.4% of Miami's adults report being obese, compared to an average of 30.8% across the Dashboard's cities. Miami had 30.1 colorectal cancer deaths per 100,000 population, compared to an average of 16.1 across the Dashboard's cities. While we have demographic detail for these chronic diseases across race and gender categories in Miami, there is no demographic data for chronic disease pertaining to the Lesbian, Gay, Bisexual, Transgender, Queer, Intersexual, Asexual + (LGBTQIA+) community, a theme common across virtually all health status indicators<sup>6</sup>.

While there is local information about chronic disease and social determinants of health across gender and racial categories in Miami-Dade County and the City of Miami, there is little to no data in regard to Miami's LGBTQIA+ community. Miami-Dade County's 2020 Community Health Assessment Report is an in-depth source for chronic disease, SDOH and health disparities analysis, but only mentions the local LGBTQIA+ population within the context of HIV/AIDS. The same holds true for the Miami-Dade Community Health Needs Assessment report<sup>78</sup>. This lack of data makes it challenging, if not impossible for local governments and organizations to create LGBTQIA+ inclusive policies that address the social determinants of health and offer chronic disease reduction solutions within this population. According to Healthy People 2030, "*Lesbian, gay, bisexual, and transgender (LGBT) people experience many specific health-related challenges and disparities. Healthy People 2030 focuses on collecting data on LGBT health issues and improving the health of LGBT individuals. Collecting population-level data is key to meeting the needs of LGBTQIA+ people, but not all state and national surveys include questions about sexual orientation and gender identity.*"<sup>9</sup> The need to collect local data and create a framework to address health issues for this population is crucial.

While there is an extreme lack of local data related to health issues within the LGBTQIA+ community, research suggests that LGBTQIA+ individuals face health disparities linked to societal stigma, discrimination, and denial of their civil and human rights. Discrimination against LGBTQIA+ persons has been associated with high rates of psychiatric disorders, substance abuse, and suicide. Experiences of violence and victimization are frequent for LGBTQIA+ individuals and have long-lasting effects on the individual and the community. Personal, family, and social acceptance of sexual orientation and gender identity affects the mental health and personal safety of LGBTQIA+ individuals. LGBTQIA+ youth are already at a higher-than-average risk of suicide and self-harm, as a national survey found that 42% of LGBTQIA+ young people seriously considered suicide in 2021<sup>10</sup>.

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<sup>6</sup> <https://www.cityhealthdashboard.com/FL/Miami>

<sup>7</sup> [https://www.floridahealth.gov/\\_media/miami-dade/community-reports/miamidade-cha.pdf](https://www.floridahealth.gov/_media/miami-dade/community-reports/miamidade-cha.pdf)

<sup>8</sup> <https://umiamihealth.org/-/media/UHealth/CHNA/2020-chna-report-miami-dade-county-fl.ashx>

<sup>9</sup> <https://health.gov/healthypeople/objectives-and-data/browse-objectives/lgbt/evidence-based-resources>

<sup>10</sup> <https://www.thetrevorproject.org/resources/article/facts-about-lgbtq-youth-suicide/>

## **Selected Population**

This project focused on the LGBTQIA+ population within the City of Miami, Florida, which is estimated to be 20,228 individuals. When determining the population to select for this accelerator plan the City of Miami and UHP examined initiatives and projects active at the time of the proposal application to assess which populations and their needs were currently addressed and which populations would benefit from a more focused, collective approach. This assessment revealed a lack of health disparities projects specifically aimed at improving the health of the City of Miami's LGBTQIA+ population. After determining the potential focus population, local data was examined and background research conducted to confirm the selection. Additionally, the City of Miami's LGBTQ+ Advisory Board reviewed the city's Human Rights Campaign's (HRC) Municipal Index Score (89/100), which showed room for improvement with regards to the municipality as an employer in the key categories<sup>11</sup>. The score also revealed additional potential strategies for improvement as indicated by the Flex category, such as designating single-occupancy facilities as all-gender/gender neutral and providing services to LGBTQIA+ youth. The Board made it a goal to improve this score and this effort aligned well with the goals of the Accelerator Plan. Additionally, the LGBTQIA+ population has been a target of recent state and local legislation that has negative impacts on their individual rights, health care access, education, mental health and social factors.

As mentioned previously, there is a lack of local health outcome data specific to the LGBTQIA+ population, which can impede efforts to implement policies, programs, and services that positively impact health disparities, though we know from national data and research that there are needs and experiences unique to the LGBTQIA+ population. This project could help begin to address this gap. The need to select the LGBTQIA+ population was further highlighted by the City's diverse population and the intersectionality of health, race, and gender identity and sexual orientation.

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<sup>11</sup> <https://hrc-prod-requests.s3-us-west-2.amazonaws.com/MEI-2022-Miami-Florida.pdf>



# **PARTNERSHIPS**

## ***Leadership Team***

The Leadership Team is a diverse ensemble of community partners with a vested interest, lived experience, and proven success in improving the health of the LGBTQIA+ population of the City of Miami. An assessment was conducted prior to the start of the project to ensure all member organizations provided resources, services, or programs to the City's LGBTQIA+ population and to ensure representation from the LGBTQIA+ population was reflected in the Leadership Team's membership. Almost half of the Leadership Team identify as LGBTQIA+. Organizations represented in the Leadership Team are:

- 4Ward Miami - an organization dedicated to diversity & inclusivity, economic status and civil rights. 4ward assisted with engaging elected officials regarding education around LGBTQIA+ issues and community outreach specifically to marginalized communities.
- Care Resource - a Federal Qualified Health Center that offers medical, behavioral health, dental, testing & prevention, and client support centers at different locations throughout South Florida. Care Resource assisted with identification of local LGBTQIA+ health data sources, provided a health and social lens from a healthcare provider perspective, helped with connections to the LGBTQIA community (particularly the Ballroom Scene) and reviewed findings from community engagement.
- City of Miami (funding recipient) - The City of Miami led the assembly of the Leadership Team and Collective; coordinated meetings; identified opportunities for capacity building; and assisted with the review of the Accelerator Plan.
- City of Miami LGBTQ+ Advisory Board (Accelerator Plan recipient) - The City of Miami LGBTQ+ Advisory Board member ensured the accelerator plan aligned with the overarching goals of the Advisory Board and included realistic recommendations the Advisory Board could propose to the city commission.
- Health Council of South Florida (HCSF) - one of eleven statutorily created local health councils across Florida, HCSF coordinates health services planning across Miami-Dade and Monroe Counties and provides unbiased health and quality of life data and analysis.
- Miami Police Department - as the LGBTQIA+ liaison for the police department, Ofc. Gonzalez participated in community engagement, supplied law enforcement data, and provided guidance from a law enforcement viewpoint.
- Miami-Dade Area Health Education Center (AHEC) - provides guidance to healthcare students continuing educational opportunities for healthcare professionals, and informs our community on critical and emerging health topics. Miami-Dade AHEC assisted with community outreach and community education.
- Miami-Dade County LGBTQ+ Advisory Board - The Board operates under the Miami-Dade County Office of Community Advocacy. The MDC LGBTQ+ Advisory board assisted with the development of the Accelerator Plan and alignment with Miami-Dade County goals for the LGBTQIA+ population.
- Miami-Dade Gay & Lesbian Chamber of Commerce - With over 600 organizations and 1200 members, the Miami-Dade Gay & Lesbian Chamber of Commerce is the largest nonprofit dedicated for LGBTQIA+ businesses in Miami-Dade County. The MDGLCC promoted activities and community surveys through their newsletters and provided connections to the business sector.

- SAVE - SAVE is South Florida's longest serving organization dedicated to protecting people who are lesbian, gay, bisexual, transgender and queer against discrimination. SAVE provided guidance on policy issues and recommendations and updated the Leadership Team and Collective on current Florida legislation impacting LGBTQIA+ individuals.
- Survivors' Pathway - a justice and healing center focused on providing support for sexually abused individuals (including victims of human trafficking) and linking survivors and members of the LGBTQIA+ community to resources. Survivors' Pathway provided access to the LGBTQIA+ population, specifically the transgender community, by hosting focus groups at its center.
- University of Miami, School of Nursing and Health Studies - Dr. Gattamorta identified relevant research, including her own, to inform the work of the Leadership Team and Collective and provided guidance and suggestions on research and evaluation methodology, including appropriate population sample size for the community survey.
- Urban Health Partnerships, Inc. (UHP; implementation partner) - UHP strives to create more equitable communities by codesigning policy, systems, and environmental changes with the community. UHP facilitated the Leadership Team and Collective meetings; hired community liaisons who integrated community voice into the project by conducting focus groups and community surveys; analyzed data collected from the aforementioned focus groups and surveys; guided the development of recommendations for the Accelerator Plan based on community feedback and data collected.

The Leadership Team met on a monthly basis to discuss outreach strategies, develop focus group guidelines, review data, and develop the accelerator plan. The Leadership Team also had capacity building on the social determinants of health as not every member has a public health background. Extensive feedback from the Leadership Team was provided on the issues of social inclusion and safety, particularly due to the political climate in Florida with the recent passage of anti-LGBTQIA+ legislation. SAVE provided updates to the Leadership Team during the Florida Legislative Session on legislation and the potential implications at both the state and local level on our LGBTQIA+ population.

The Leadership Team also decided this initiative could be further maintained beyond the termination of this project and in order to do so the project needed to be promoted under a common brand. The Leadership Team voted on the new initiative name, Accelerate Change Together, to demonstrate the fact that change occurs rapidly when everyone works together towards a common goal. The Leadership Team decided on a logo that incorporated the colors of the Progressive Flag because the colors are recognizable, inclusive of communities of color, and would allow for displaying of the colors in public places, the last point due to legislation that was filed (and ultimately died in committee) that would restrict the display of flags in public buildings outside of the state flag and United States flag<sup>12</sup>.

## **Multisectoral Partners**

**The Collective:** In addition to the Leadership Team, a Collective was formed to gain insight from smaller community organizations that may not have the organizational capacity to dedicate extensive time to Leadership Team meetings and responsibilities and also addressed gaps in representation among the Leadership Team. Such partners included those focused on providing services to older adults, increasing food access, increasing visibility of the Black transgender community, and increasing access to affordable housing, among others. The Collective was responsible for providing community input, establishing a mutually agreed upon goal, and developing a community action plan (CAP) that also served as the Accelerator Plan.

**Potential Missing Partners:** A brainstorming session among the Leadership Team and the Collective helped to identify some key potential missing partners whose work, institutional knowledge, and population served/reached could positively impact our efforts to improve the SDOH addressed under this application. While there is excellent representation from

<sup>12</sup> <https://www.flsenate.gov/Session/Bill/2023/1011/ByCategory/?Tab=BillHistory>

Hispanic-led/focused organizations, there is a lack of representation from organizations led by and servicing Black, First Nations, and Asian populations, particularly from the Leadership Team. Of particular importance is the need for representation from the Haitian people given the large presence of this group within the city. We provided stipends to smaller grassroots organizations to help address this in the Collective, and as a result gained two Black-led organizations (one Black woman led organization and one Black-led organization devoted to transgender issues)..

There is also a need for youth service organizations/youth representation due to the issues many LGBTQIA+ youth face. These issues include bullying, isolation, rejection from loved ones, housing insecurity, and depression, among others. We also acknowledge the lack of representation from the faith-based community and environmental/environmental justice groups.

**Engagement of new, underrepresented partners:** Stipends were provided to smaller grassroots organizations who are already doing amazing work centered around LGBTQIA+ issues but do not have the organizational capacity to participate in numerous community meetings or contribute hours of work on top of their existing workload. The Leadership Team promoted the stipend opportunity at various community meetings and as a result we gained two new organizations as part of the Collective, both of which are Black-led. The Collective utilized Jamboard to gather and collect ideas and aid with planning activities. The Jamboard remained open throughout the duration of the project and members were able to add ideas when convenient. Community Liaisons, who are residents from the City of Miami who are part of the LGBTQIA+ community or allies, were hired to ensure proper outreach efforts were conducted to reach the LGBTQIA+ population. They were also integrated in the Leadership team and throughout project planning and implementation to ensure their networks and range of stakeholders were included.

**New partner linkages and duplication of services across partners minimization or avoidance:** All members of the Leadership Team and Collective stressed the need to enhance efforts currently underway (whether by their organizations or other organizations) within the City of Miami that provide support to the LGBTQIA+ community. Upcoming events were promoted at Collective meetings, and members collaborated to participate in existing events rather than create new ones. Survivors' Pathway hosted focus groups during their weekly survivors groups, allowing us to take advantage of a captive audience and avoid searching for a location and recruiting participants.



## **PROGRAMS AND RESOURCES FOR SDOH**

**Existing Resources and Programs:** There are a plethora of existing resources and programs available for the City of Miami's LGBTQIA+ population. **Please note** that the following list is **not** exhaustive and also does not reflect the resources, services and programs offered by other municipalities and utilized by members of the City of Miami's LGBTQIA+ population.

- **The Alliance for GLBTQ Youth:** mental health and care coordination services, leadership development, and policy advocacy for LGBTQIA+ youth<sup>13</sup>.
- **Black LGBTQ+ Liberation, Inc. (BLINC):** a South Florida-based nonprofit focused on helping BIPOC LGBTQ+ people lead happier and healthier lives through the arts, health and wellness programs, and strategic community partnership<sup>14</sup>.
- **CareResource:** a Federal Qualified Health Center that offers medical, behavioral health, dental, testing & prevention, and client support centers<sup>15</sup>.
- **Empower U Community Health Center:** a Federally Qualified Health Center (FQHC) dedicated to empower, educate, and promote better health care choices for individuals and families at risk for and/or affected by health disparities<sup>16</sup>.
- **Jewish Community Services of South Florida (JCS):** provides social services through compassionate and comprehensive programs that help people stay healthy and productive. JCS is the home of 211 Miami which provides information and resources for all health and human services in Miami-Dade and Monroe Counties. It is also home to the Lambda Living Program which provides programming, counseling, and assistance for LGBTQIA+ individuals ages 55 and older<sup>17</sup>.
- **Miami-Dade Gay and Lesbian Chamber of Commerce Resource Guide:** A listing of LGBTQIA+ friendly businesses. Members represented are LGBTQIA+ businesses or allies<sup>18</sup>.
- **Miami Police Department:** The Miami Police Department oversees the city's Safe Place Initiative which provides victims of harassment a safe place to seek assistance<sup>19</sup>.
- **Survivors' Pathway:** Trauma Informed Counseling; Referral to free legal immigration attorneys; and services; Assistance with job search and application, HIV and Crime prevention services<sup>20</sup>.
- **SAVE:** community organizing opportunities to outreach into LGBTQIA+ community to reduce prejudice<sup>21</sup>.

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<sup>13</sup> <https://all4lgbtqyouth.org/>

<sup>14</sup> [www.thouartwoman.com](http://www.thouartwoman.com)

<sup>15</sup> <https://careresource.org/>

<sup>16</sup> <https://euchc.org/>

<sup>17</sup> <https://jcsfl.org/>

<sup>18</sup> <http://chambervu.com/mdglcc/>

<sup>19</sup> [https://www.miami-police.org/safeplace\\_initiative.html](https://www.miami-police.org/safeplace_initiative.html)

<sup>20</sup> <https://www.survivorspathway.org/>

<sup>21</sup> <https://www.save.lgbt/>

- **TransSocial:** works to promote unity within the transgender community and increase trans visibility and understanding in the community<sup>22</sup>.
- **Unitarian Universalist Congregation of Miami:** safe religious space<sup>23</sup>.
- **University of Miami Health Systems LGBTQ+ Services:** compassionate and comprehensive medical and mental health care for members of the LGBTQIA+ community. Services are provided at both a 560-bed hospital located in downtown Miami as well as at multiple outpatient locations<sup>24</sup>.
- **The Village South:** substance use treatment and case management<sup>25</sup>.
- **Visibility 365:** A grassroots organization committed to building relationships and collaborating with other like minded individuals and organizations via participation in Community Spaces committed to shifting the narrative, reducing barriers and providing resources to historically underserved and marginalized communities.
- **YES InSTITUTE:** Healthy development and suicide prevention among youth. Communication and education courses, referrals to medical and mental health providers<sup>26</sup>.

A more comprehensive list can be found in our Policy and Services Scan that was conducted as part of our initial planning process.

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<sup>22</sup> <https://transsocial.org/>

<sup>23</sup> <https://www.uumiami.org/>

<sup>24</sup> <https://umiamihealth.org/en/treatments-and-services/lgbtq-services>

<sup>25</sup> <https://www.facebook.com/villagesouth/>

<sup>26</sup> <https://yesinstitute.org/>

# **APPROACH**

## ***SDOH Priority Areas and Justification for Selection of Priority Areas***

**Built Environment:** The Built Environment encompasses many aspects of our communities including streets, public spaces, parks, public transportation, and public community and cultural services buildings. How these are designed, utilized, promoted, and maintained has a significant impact on residents' sense of belonging and safety and whether these spaces are accessible for everyone. This is particularly true for the LGBTQIA+ population for whom fear is a common emotion in public spaces due to experiences of discrimination, harassment, and violence. In this way, the built environment is also intricately connected to social connectedness. Avoiding public spaces and public transportation due to fear or lack of accessibility can lead to social isolation, lack of access to critical health and social services, less opportunity to engage in physical activity, and the reduced ability to build community and social support. These, in turn, can lead to the development or worsening of physical and mental health conditions.

Creating physically and socially safe places for LGBTQIA+ people requires intentional and strategic planning. Features such as adding lighting, having infrastructure that makes it safe to walk, bike, or take transit, removing walls or having low walls in buildings to provide clear lines of sight can improve safety and make people feel more comfortable walking around, especially at night. Ensuring that there are appropriate amenities such as having gender-inclusive restrooms can make public spaces more welcoming, accessible, and safe, also reducing potential opportunities for conflict and discrimination. Making spaces visually inclusive through built environment changes can also add to sense of belonging by including art, signage, and designs that are created by, highlight, add representation of and/or celebrate LGBTQIA+ people. The built environment can also be a source of communication and education for and on behalf of vulnerable populations. For example, public transportation is often a place where one can find announcements about services or issues that are for or on behalf of vulnerable groups including those who identify as LGBTQIA+

**Social Connectedness:** Research shows that interpersonal relationships impact health and wellness. This is especially true for marginalized populations that face additional societal pressures and isolation. Establishing strong, healthy positive relationships and social support can help and better equip individuals to deal with challenges outside of their control. Concerns about safety, discrimination, and lack of community connectedness can impact whether or not an individual utilizes available resources and services. Fear of stigmatization and discrimination leads to a range of negative health outcomes, such as poor mental health, substance abuse, and homelessness, especially among LGBTQIA+ subgroups like youth<sup>27</sup>. Integration of social and community context recommendations will help improve access to community spaces and resources through the creation of safe places, potentially increasing utilization of available services and programs which in turn will enhance community and social support.

## ***Outcomes***

The needs and priorities of the City of Miami's LGBTQIA+ population was vital to determining the objectives of this SDOH Accelerator Plan. Two focus groups were held during April 2023 at Survivors' Pathway, with one focus group specifically focusing on the transgender population. The focus groups served to gather feedback regarding how attendees felt the City of Miami is doing with regards to health disparities affecting the LGBTQIA+ community to help guide our policy, systems, and environmental change recommendations that will be presented to the City's LGBTQIA+ Advisory Board to help us inform and direct our goals and programs in ways that better serve this community and all of its residents. A community survey was disseminated electronically during June and July 2023 to gather additional perspectives and needs of the LGBTQIA+ population and potential solutions to making the city safer and more inclusive. The following priority outcomes were determined for each priority area:

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<sup>27</sup> Hafeez H, Zeshan M, Tahir MA, Jahan N, Naveed S. Health Care Disparities Among Lesbian, Gay, Bisexual, and Transgender Youth: A Literature Review. *Cureus*. 2017 Apr 20;9(4):e1184. doi: 10.7759/cureus.1184. PMID: 28638747; PMCID: PMC5478215.

## Priority Determinant of Health: Built Environment

### Focus: Outdoor Public Spaces

- By April 2024 have a baseline understanding of the state of LGBTQIA+ sports leagues and/or teams in the City of Miami.
- By September 2024 the City of Miami will increase its promotion of LGBTQIA+ sports leagues and/or teams operating in the City of Miami.
- By September 2024 the City of Miami LGBTQIA+ Parks Toolkit will be developed and operational.
- By December 2024 the number of Safe Places within the City of Miami will increase.

## Priority Determinant of Health: Built Environment

### Focus: Indoor Public Spaces

- By June 2024 the library recommendations will be submitted to the Miami-Dade Public Library System.
- By June 2024 the library equity assessment will be complete.
- By September 2024 a master list of available LGBTQIA+ services and resources will be operational.

## Priority Determinant of Health: Built Environment

### Focus: Safe and Inclusive Public Transit

- By June 2024 the assessment cross-referencing the City of Miami's trolley and bus stops with LGBTQIA+ primary locations and service organizations will be complete.
- By September 2024 lighting at public transit stops will increase.
- By October 2024 the number of staff customer service and LGBTQIA+ trainings will increase.
- By October 2024 the number of employee badges sharing pronouns will increase.

## Priority Determinant of Health: Social Connectedness

### Focus: Safety and Inclusion

- By June 2024 the LGBTQIA+ Toolkit and training for newly elected officials will be implemented.
- By September 2024 the City of Miami's inclusive language on the website and communications will increase.
- By October 2024 the number of LGBTQIA+ liaisons working with city departments will increase.
- By October 2024 the LGBTQIA+ Advisory Board bylaws will be updated to mandate board members meet with newly elected officials to discuss the City's year-round allyship policy and ally toolkit

By October 2024 the number of staff customer service and LGBTQIA+ trainings will increase.

## **Activities**

The Leadership Team provided foundational background information and historical context for the City of Miami's relationship with the LGBTQIA+ community. As part of this foundation, UHP conducted a thorough policy and services scan to detail what policies and services are provided, any gaps in existing policies and services, potential ways to expand upon existing policies and services, and missing policies and services. Once this foundation was established, the Leadership Team immediately agreed that a collective impact approach would be used to develop the Accelerator Plan, with the Collective utilizing UHP' 8-Steps to Developing a Community Action Plan Framework (8-Steps) to guide the development of the Accelerator Plan. The Collective met to establish a common goal by first answering the following:

- What is the most important issue for the City of Miami's LGBTQIA+ population?
- What does an inclusive public space look like?
- What does optimal and existing Social Connectedness look like for Miami's LGBTQIA+ population?

From there the Collective developed a goal reflective of what members of the LGBTQIA+ community wants to achieve, one that will ultimately lead to the long-term outcome of improving health outcomes and eliminating health disparities faced by the population. Next the Collective conducted an assessment of local data available for our intended population (including data sources accessible by our community partners) and what data/information is needed but lacking. An assessment of existing and potential partners and stakeholders helped determine not only who was missing from the Collective but who

could be instrumental in aiding our community survey efforts. The cultural and historical context of the City of Miami's relationship with its LGBTQIA+ community was examined to demonstrate the significance and factors influencing the population today. Next data gathered from the two focus groups was dissected to be placed into themes which were then broken down into the what (what is the issue) and the why (factors contributing to the what). Community survey data was analyzed and cross-referenced with the focus group data. Once overall themes emerged, the Collective worked to develop policy, systems, and environmental change strategies for inclusion in the Accelerator Plan.

### Recommended Policy, Systems, and Environmental Change Strategies

After reviewing the data and research, ample discussion was held to develop an Accelerator Plan. The Accelerator Plan recommendations were developed using feedback from the two focus groups conducted during April 2023 and from data gathered from the community survey that was disseminated in June and July 2023. It was extremely important that we listened to the community and not solely relied on information found in literature; otherwise the purpose of incorporating community voices into the Accelerator Plan was simply for show and not a genuine effort. While we understand that there may be traditional recommendations that could impact safety, they were not identified by the community as a priority at this time.

### *Priority Determinant of Health: Built Environment*

Focus: Outdoor Public Spaces

1. Establish and adopt comprehensive LGBTQIA+ inclusive sporting and recreational programming within the City of Miami.
  - a. Conduct an assessment of the available recreational LGBTQIA+ sports leagues and/or teams operating within the City of Miami.
  - b. Increase visibility and awareness of recreational LGBTQIA+ sports leagues and teams operating within the City of Miami through promotion on social media platforms, in community newsletters and newspapers, and on the City's website.
    - i. Develop a model policy for City of Miami Departments to promote availability of LGBTQIA+ friendly recreation opportunities through their networks.
    - ii. Incorporate LGBTQIA+ staff/consultants/residents in the development of communication materials that promote safe and inclusive recreation to the LGBTQIA+ population.
    - iii. Create guidelines for the City of Miami to develop appropriate signage and communication materials that promote services and programs to the LGBTQIA+ population.
  - c. Increase the availability of safe recreational spaces for recreational LGBTQIA+ sports leagues/teams by designating a park within the City of Miami to serve as the official meeting place.
    - i. Increase utilization of established LGBTQIA+ safe recreational spaces by implementing LGBTQIA+ intramural sports as part of the city's recreational offerings.
    - ii. Policy to support economic incentives for private businesses to provide safe recreational spaces for LGBTQIA+ sports leagues/teams.
2. Increase safety as experienced by LGBTQIA+ individuals in parks and other public spaces through the adoption of built environment strategies such as Crime Prevention Through Environmental Design (CPTED).
  - a. Prepare design standards for lighting as a pedestrian safety measure along streets, paths, crosswalks and other points of vehicular conflict, as well as within public spaces to increase safety experienced by the LGBTQIA+ population.
  - b. Consider the use of CPTED strategies to address the safety of LGBTQIA+ pedestrians in parking lots, transit terminals, parks and other public areas.
3. Incorporate appropriate signage or symbols (such as crosswalks and flags) at city parks that indicate and promote inclusion and safety.
4. Provide model policy language that acknowledges the expansion of the Safe Place Initiative to include outdoor public spaces such as City of Miami public parks.
  - a. Develop guidelines necessary to qualify as an LGBTQIA+ Safe Outdoor Public Space.



- b. Promote City of Miami parks and outdoor public spaces that have officially been designated as an LGBTQIA+ Safe Outdoor Public Space.

***Priority Determinant of Health: Built Environment***

**Focus: Indoor Public Spaces**

1. Increase access, visibility, and utilization of available LGBTQIA+ services and resources.
  - a. Partner with Jewish Community Services to house, maintain, and update master list of available LGBTQIA+ services, resources, and organizations via its 211 platform.
2. Develop recommendations for the Miami-Dade Public Library Systems to adopt that will result in more LGBTQIA+ inclusive library services, practices and programs at libraries in the City of Miami.
  - a. Develop a LGBTQIA+ library toolkit which provides guidelines on how to be more inclusive.
  - b. Develop and utilize an equity assessment tool to determine effectiveness of services and programs at meeting the needs of the LGBTQIA+ population.

***Priority Determinant of Health: Built Environment***

**Focus: Safe and Inclusive Public Transit**

1. Adopt recommendations that expand efforts that make transit offered by the City of Miami safer and more inclusive for LGBTQIA+ patrons.
  - a. Conduct an assessment of the City of Miami’s trolley and bus stops that cross-references LGBTQIA+ primary locations to determine if transit stops are strategically located in areas near LGBTQIA+ service organizations.
  - b. Improve safety and inclusive environment around transit stops by increasing lighting and other modifications which improve line of sight.
  - c. Establish and create safe routes to public spaces for LGBTQIA+ individuals through the creation of express buses and trolleys to operate during high-impact LGBTQIA+ celebrations/highly attended events to increase safety by eliminating opportunities for potentially unsafe individuals to utilize public transit on routes to these events.
  - d. Establish and create safe routes to public spaces and organizations by improving the first and last mile connectors to public spaces and organizations within the City of Miami that provide services to the LGBTQIA+ population.
2. Establish and adopt an LGBTQIA+ Inclusive program within the City of Miami’s Transit to increase the sense of belonging experienced by LGBTQIA+ patrons.
  - a. Incorporate and/or improve basic customer service training provided to City of Miami Transportation and Roadways staff as part of new employee orientation and annual required training for all City of Miami staff to improve interactions between staff and members of the public.
  - b. Incorporate LGBTQIA+ training as part of new employee orientation and annual required training for City of Miami Transportation and Roadways staff and City of Miami staff to improve staff awareness of the unique challenges faced by the LGBTQIA+ population to increase competency and improve interactions between staff and members of the LGBTQIA+ population.
  - c. Establish a policy to include employee pronouns of transit staff name badges to promote allyship.

***Priority Determinant of Health: Social Connectedness***

**Focus: Safety and Inclusion**

1. Improve the City of Miami’s relationship with the LGBTQIA+ community by developing a policy to establish year-round allyship among elected officials and department leaders. (P)
  - a. Equip City of Miami elected officials and department leaders with the skills and information necessary to engage in year-round allyship through the development and implementation of an LGBTQIA+ allyship procedure.
  - b. Develop a toolkit for newly elected officials that explains the unique physical, mental, and social health challenges experienced by the LGBTQIA+ population; highlights available services, programs and resources

in the City of Miami tailored to the LGBTQIA+ population; and provides information on how to provide effective and meaningful allied leadership.

- c. Update the City of Miami's LGBTQIA+ Advisory Board bylaws to mandate board members meet with newly elected officials to discuss the City's year-round allyship policy and ally toolkit.
2. Assign LGBTQIA+ liaisons within every City of Miami Department who are responsible for ensuring departmental policies and programs are inclusively developed.
3. Revise language within the City of Miami to expand to the definition of protected classes to include not just gender identity but also gender expression.
4. Adopt an ongoing Accelerate Change Together Initiative throughout the City of Miami that will promote the programs, changes, and activities within the City of Miami supportive of the LGBTQIA+ community throughout the year, not just during Pride month.
5. Incorporate LGBTQIA+ training as part of new employee orientation and annual required training for all City of Miami staff.
6. Adopt a requirement to include language in all City of Miami Plans to meet a minimum engagement with the LGBTQIA+ population.
7. Adopt a policy with the City of Miami Procurement Office to engage with and hire LGBTQIA+ businesses.
8. Adopt a policy with the City of Miami to use more LGBTQIA+ inclusive language within City Departments, services, and programs.
  - a. Display language on department websites (such as library websites) explaining the importance of creating a safe space and steps the institution has taken to design a safe space.
  - b. Utilize resources such as Gender Decoder to ensure services, resources, and programs are promoted in an inclusive manner.

Additional evidence-based practices identified and tailored to improve the built environment and social connectedness for the City of Miami's LGBTQIA+ population.

In addition to recommendations identified by feedback from the community survey and focus groups (identified in a latter section of this Accelerator Plan), we have identified the following evidence-based practices to improve the built environment and social connectedness of the City of Miami for its LGBTQIA+ population:

- **Increase broadband access to the Internet.** There was ample discussion at the focus groups and Collective meetings about the impact of internet access as well as the limited knowledge possessed by some to search for resources and services online has on health and social connectedness. Promoting resources such as the Affordable Connectivity Program<sup>28</sup> which provides a subsidy for income-restrained households. In addition to accessing resources, many health services (such as mental health counseling and TeleHealth doctor visits) are being offered online, making internet access critical to improving health<sup>29</sup>.
- **Increase social connectedness via creation of family support groups.** Research shows the impact of family acceptance on LGBTQIA+ mental health<sup>30</sup>.
- **Identify and designate safe spaces at schools** where LGBTQIA+ youth can receive support, resources, and linkage to services<sup>31</sup>.
- **Increase training opportunities** for school faculty and staff to learn about issues impacting LGBTQIA+ youth and how to create safe and supportive learning environments.
- Include families and caregivers of LGBTQIA+ children and youth on community advisory boards<sup>32</sup>.

<sup>28</sup> <https://www.affordableconnectivity.gov/>

<sup>29</sup> <https://health.gov/healthypeople/objectives-and-data/browse-objectives/neighborhood-and-built-environment>

<sup>30</sup> <https://familyproject.sfsu.edu/>

<sup>31</sup> <https://www.stopbullying.gov/bullying/lgbtq>

<sup>32</sup> U.S. Department of Health and Human Services, Substance Abuse and Mental Health Services Administration. (n.d.). A Practitioner's Resource Guide: Helping Families to Support Their. Retrieved from <https://store.samhsa.gov/product/A-Practitioner-s-Resource-Guide-Helping-Families-to-Support-Their-LGBT-Children/PEP14-LGBTKIDS>

- **Include LGBTQIA+ young people and families when describing populations served** in marketing materials, brochures, outreach activities, and websites to ensure that LGBTQIA+ youth and families feel welcomed and included in services provided.
- **Increase lighting in public parks** to help decrease crime/violence against LGBTQIA+ individuals and clarify entry and exit points.

Community and systemic barriers identified and addressed during the plan development process.

There was ample discussion throughout the development of the Accelerator Plan regarding barriers currently faced by the City of Miami's LGBTQIA+ population as well as barriers we may encounter during the implementation of our policy, systems, and environmental change (PSEs) development. Those barriers mentioned by the Collective and members of the community during focus groups, meetings, and community conversations include:

**Built Environment Barriers:**

- Transit currently does not feel inclusive/safe. This includes public transit (buses, trains, and trolleys) as well as rideshare companies.
- Bus operators / Transit employees are not educated and trained of how to treat individuals who are part of the LGBTQ community (sensitivity training)
- Negative rideshare experiences due to discrimination and/or harmful comments by drivers have created a sense of fear among individuals, limited transportation options.
- A lack of LGBTQIA+ sensitivity and inclusion training for transit and rideshare workers sometimes creates hostile transportation experiences.
- A lack of staff from the LGBTQIA+ community.
- Mass shootings and violence against LGBTQIA+ individuals occurring across the country have created a sense of feeling unsafe in public space

**Social Connectedness Barriers:**

- Discrimination faced as a result of one's sexual orientation and gender identity.
- Discrimination faced as a result of one's immigrant status.
- Discrimination against the immigrant community.
- Fear of going to healthcare providers resulting from new anti-immigration laws and one's immigrant status.
- A negative lived experience of undocumented LGBTQIA+ immigrants.
- Alienation from family and community, resulting in lack of financial and emotional support.
- Lack of inclusivity within the LGBTQIA+ community itself (generational differences as well as racism within the LGBTQIA+ community).
- Police department neglects LGBTQIA+ neighborhoods.
- Individuals are moving out of Florida due to increased safety concerns resulting from recent proposed anti-LGBTQIA+ legislation. This legislation is causing an increased sense of fear.
- Discrimination faced within healthcare institutions. There is a lack of respect from community and workers, particularly when a government-issued identification does not match one's gender identity.
- Need for additional sensitivity and competency training among healthcare providers and staff.
- Domestic violence concern
- Access to information. There is often a lack of access to broadband internet and a lack of understanding of how to find resources online, resulting in a knowledge and accessibility gap. This is especially important given the migration of resources from in-person to online.

It is important to note that this is not an exhaustive list of all of the barriers faced by the LGBTQIA+ population within the City of Miami, but rather the ones discussed during the duration of this project. In addition to the barriers noted by the community, it is important to note the impact a lack of funding will have for implementation and/or sustainability efforts.

How policy, systems, environmental, programmatic and infrastructure activities build on each other to sustain health improvements and the achievement of selected outcomes.

Creating safe, LGBTQIA+-friendly park spaces will be supported by increasing the promotion of the usage of the parks by LGBTQIA+ sports teams and including symbols and signage throughout parks. Having the Safe Place designation will signal inclusivity by both the City of Miami and the Miami Police Department. Tracking crime data in these parks will show the success of implementation.

The adoption of Gender Decoder and the development and adoption of the equity checklist will create systematic changes that lead to more inclusive City of Miami programming, services, resources, and external and internal communications. More inclusive programs and services and increased promotion to create community awareness of their availability will lead to greater utilization of the services by the LGBTQIA+ population.

The public transit built environmental changes of LGBTQIA+-friendly advertisements will begin to create a more inclusive environment. Systematic changes around training a workforce that is respectful and inclusive, and including pronouns on name tags will signal that City of Miami transit is a safer, more inclusive environment. Improving public transit service to reduce wait times in unsafe areas and/or at night will create a safer transit system, while providing transit services to LGBTQIA+ friendly areas will improve inclusivity. These changes can lead to greater utilization and less report of crimes targeting LGBTQIA+ riders, further creating a sense of trust and safety of public transit.

The creation and implementation of the services equity checklist will support the installation of gender neutral bathrooms. The gender neutral bathrooms and the installation of signage and or symbols will create inclusive environments and increase likelihood of utilization of services, as will ensuring transit is available to and near LGBTQIA+ service centers.

### ***Anticipated Reach of the Activities***

We intend to positively impact members of the City of Miami's LGBTQIA+ community across racial, ethnic, and socioeconomic lines, and the activities selected will positively impact all individuals who live, work, learn, and play within the city. Low-income individuals will benefit from increased visibility and awareness of existing services, programs, and resources through the creation and marketing of a comprehensive list available via 211. Information on access to free or low-cost internet, both via promotion of the Affordable Connectivity Program and locations that offer free internet access such as public libraries, will increase access to information and services. Inclusion of LGBTQIA+ individuals in marketing campaigns will normalize their presence in the community.

### ***Anticipated Sustainable Policy, Systems, Environmental, Programmatic, and Infrastructure Outcomes***

Increased collaboration among community partners to support the efforts of this Accelerator Plan will help strengthen existing services, increase communication and awareness of the services, and increase utilization of services. The comprehensive list will be housed on the Jewish Community Services (JCS) website under the 211 resource. JCS will maintain the list and serve as the point of contact for updating the list to include new or defunct programs and services. The City of Miami will oversee the integration of LGBTQIA+ training into new employee and annual required training. The Miami Police Department will strengthen the existing Safe Place initiative.

# **EVALUATION OF THE SDOH ACCELERATOR PLAN STRATEGIES**

## *Priority Determinant of Health: Built Environment*

Focus: Outdoor Public Spaces

LGBTQIA+ inclusive sporting and recreational programming within the City of Miami:

- Assessment of available recreational LGBTQIA+ sports leagues and/or teams operating within the City of Miami conducted
- Number of social media posts about recreational LGBTQIA+ sports teams
- Number of newsletter spots on recreational LGBTQIA+ sports teams
- Number of newspaper articles and/or ads on recreational LGBTQIA+ sports teams
- Webpage or section of City of Miami government website providing information on recreational LGBTQIA+ sports teams
- Policy for City of Miami Departments to promote availability of LGBTQIA+ friendly recreation opportunities through their networks
- LGBTQIA+ staff/consultants/residents consulted in the development of communication materials that promote safe and inclusive recreation to the LGBTQIA+ population
- Guidelines developed for the City of Miami to develop appropriate signage and communication materials that promote services and programs to the LGBTQIA+ population
- Number, name and location of City of Miami parks designated as a safe space for recreational LGBTQIA+ sports teams
- Number crimes, including LGBTQIA+ hate crimes, reported at City of Miami parks designated as safe spaces for recreational LGBTQIA+ sports teams
- Policy developed to support economic incentives for private businesses to provide safe recreational spaces for LGBTQIA+ sports leagues/teams

Safety in Parks and Other Public Spaces:

- Design standards developed for lighting as a pedestrian safety measure along streets, paths, crosswalks and other points of vehicular conflict, as well as within public spaces
- Number and types of Crime Prevention Through Environmental Design (CPTED) strategies considered to address the safety of LGBTQIA+ pedestrians in public spaces
- Number, type, and park location of inclusion and safety signage and/ or symbols installed at city parks
- Model policy language developed that acknowledges the expansion of the Safe Place Initiative to include City of Miami outdoor public spaces
- Guidelines developed on qualifications for outdoor public space to qualify as an LGBTQIA+ Safe Outdoor Public Space
- Number and types of promotions for City of Miami parks and outdoor spaces officially designated as an LGBTQIA+ Safe Outdoor Public Space
- Number crimes, including LGBTQIA+ hate crimes, reported at City of Miami parks

## *Priority Determinant of Health: Built Environment*

Focus: Indoor Public Spaces

Increasing access, visibility, and utilization of available LGBTQIA+ services and resources:

- Master list of available LGBTQIA+ services, resources, and organizations created (Yes/No)
- Plan for updating the master list developed
- Creating an Inclusive Miami-Dade Public Library System:
- Number and type of recommendations for more inclusive Miami-Dade Public Library System services, practices and programs
- Recommendations provided to the Miami-Dade Public Library System
- LGBTQIA+ library toolkit developed
- Library equity assessment tool developed
- Library equity assessment tool implementation plan developed and executed



## *Priority Determinant of Health: Built Environment*

Focus: Safe and Inclusive Public Transit

Safer Inclusive Transit:

- Assessment conducted cross-referencing the City of Miami's trolley and bus stops with LGBTQIA+ primary locations and service **organizations** (Yes/No)
- Number of new lighting installed and existing lighting fixed/modified to improve line of sight at public transit stops
- Number and type of other modifications made to improve line of sight at public transit stops
- Number and location of buses and trolleys designated as express lines during high-impact LGBTQIA+ events
- Number of LGBTQIA+ events for which express buses and trolleys are provided
- Number, type and location of first and last mile connector improvements made

LGBTQIA+ Inclusive transit program:

- Number and type of customer service trainings provided to the City of Miami Transportation and Roadways staff
- Customer service trainings integrated into City of Miami Transportation and Roadways staff orientation and annual trainings
- Percentage of City of Miami Transportation and Roadways staff receiving customer service training
- Number and type of LGBTQIA+ trainings provided to the City of Miami Transportation and Roadways staff
- LGBTQIA+ trainings integrated into City of Miami Transportation and Roadways staff orientation and annual trainings
- Percentage of City of Miami Transportation and Roadways staff receiving LGBTQIA+ training
- Policy adopted to include employee pronouns of transit staff name badges

## *Priority Determinant of Health: Social Connectedness*

Focus: Safety and Inclusion

Year-round City of Miami allyship:

- Policy adopted to establish year-round allyship with the LGBTQIA+ community among elected officials and department leaders
- LGBTQIA+ allyship procedure developed and implemented with City of Miami elected officials and department leaders
- LGBTQIA+ Toolkit for newly elected leaders developed
- City of Miami's LGBTQIA+ Advisory Board bylaws updated to mandate board members meet with newly elected officials to discuss the City's year-round allyship policy and ally toolkit
- Number of City of Miami departments with LGBTQIA+ liaisons assigned
- Language within the City of Miami revised to expand to the definition of protected classes to include not just gender identity but also gender expression
- Accelerate Change Together Initiative adopted throughout the City of Miami
- Number and type of LGBTQIA+ trainings provided to the City of Miami new employees
- LGBTQIA+ trainings integrated into City of Miami new employees orientation and annual trainings
- Percentage of City of Miami new employees receiving LGBTQIA+ training
- Requirement adopted to include language in all City of Miami Plans to meet a minimum engagement with the LGBTQIA+ population
- Policy adopted with the City of Miami Procurement Office to engage with and hire LGBTQIA+ businesses

Inclusive language policy:

- Policy adopted to use more LGBTQIA+ inclusive language within City Departments, services, and programs
- Number and percent of city department websites displaying language explaining the importance of creating a safe space and steps the institution has taken to design a safe space
- Gender Decoder integrated into the City of Miami processes for providing services, resources and programs

# **Accelerator Plan Evaluation Purpose, Goals, Evaluation Questions, Data Collection and Methods**

Evaluation Purpose: The purpose of this evaluation is to determine how the City of Miami LGBTQIA+ SDoH Accelerator Plan recommendations have been implemented to create a safe and inclusive environment for the City of Miami's LGBTQIA+ residents.

## Goals:

5. Improve LGBTQIA+ inclusive sporting and recreational programming within the City of Miami.
6. Increase the number of safe and inclusive public parks for the City of Miami's LGBTQIA+ population.
7. Increasing access, visibility, and utilization of available LGBTQIA+ services and resources.
8. Improve the inclusivity of the Miami-Dade Public Library System.
9. Improve the safety and inclusivity of public transit in the City of Miami.
10. Increase allyship among City of Miami elected officials.
11. Improve City of Miami systems and operations to embed inclusivity.

## Evaluation Questions, Data Collection and Methods:

1. Is the City of Miami sporting and recreational programming LGBTQIA+ inclusive?  
Data Collection and Methods: The status of the assessment will be available from both the Parks and Recreation department and the LGBTQ+ Advisory Board. Promotion and communications data can be obtained from the Office of Communications. A can of the City of Miami policies passed will inform on policies passed. The Miami Police Department (MPD) runs the Safe Place program and will be able to provide data on any new City of Miami parks formally designated as safe places. Crime data can also be accessed from them on the number of crimes, including those specified as targeted towards LGBTQIA+ members, that occur at designated Safe Place parks.
2. Are the public spaces in the City of Miami, like parks, safe for LGBTQIA+ residents?  
Data Collection and Methods: Parks-related data will be obtained from the Parks and Recreation department. The Planning department can share data on signage installed and guidelines developed and implemented. The MPD will be able to provide crime data and Safe Place designations.
3. How does the City of Miami increase access and visibility and support the utilization of existing LGBTQIA+ services and resources in the City of Miami?  
Data Collection and Methods: The Implementation Partner, Jewish Community Services, will be able to confirm once the final master list of available LGBTQIA+ services, resources, and organizations will be made available to the public. They will also be able to provide periodic usage data of the master list.
4. How does the Miami-Dade Public Library System libraries in the City of Miami provide inclusivity through their services, practices and programs?  
Data Collection and Methods: The City of Miami and Collective members will provide data on the development of materials and recommendations.
5. How does the City of Miami's public transit support inclusivity and provide safety for LGBTQIA+ riders?  
Data Collection and Methods: The City of Miami Human Services Department can provide data on the number and types of training conducted and employee attendance. The City of Miami Office of Communication can share the status of policy development and implementation. The City of Miami Roadways and Transportation and the Miami-Dade County Transportation and Public Works can provide data on changes in transit stop locations, the installation of safety improvements and any changes in service.
6. How does the City of Miami support allyship among elected officials?

Data Collection and Methods: The City of Miami Building Department and The LGBTQ+ Advisory Board will be able to provide bylaw updates and liaisons assigned to work with departments. The City of Miami Human Services Department can provide data on the number and types of training conducted and employee attendance. The Office of Communication will be able to share data on language changes in communications.

7. How does the City of Miami embed inclusivity in their systems and operations?

Data Collection and Methods: A policy scan will indicate policy and systematic changes or additions around inclusivity. The Office of Communication will be able to share data on language changes, including systems for development and review, in communications.

## **DATA INTEGRATION**

**Identification of existing data sources across partners.** Current existing data sources across our partners include:

- CareResource Care of Engagement Index
- Florida Department of Health in Miami-Dade County Community Health Assessment<sup>7</sup>
- HRC Healthcare Equality Index: the national LGBTQ+ benchmarking tool that evaluates healthcare facilities' policies and practices related to the equity and inclusion of their LGBTQ+ patients, visitors and employees<sup>33</sup>.
- HRC Municipal Equality Index Score: examines how inclusive municipal laws, policies, and services are of LGBTQ+ people who live and work there<sup>11</sup>.
- Miami-Dade Community Health Improvement Plan (CHIP): A plan to help guide Miami-Dade County's public health system efforts to coordinate resources for a more efficient targeted and integrated health improvement efforts<sup>34</sup>.
- Miami-Dade Community Health Needs Assessment: data-driven approach to determining the health status, behaviors, and needs of residents in Miami-Dade County<sup>8</sup>.
- Miami Dade County LGBT Market: data on Miami-Dade County's LGBTQIA+ population economic impact<sup>35</sup>.
- Miami Matters: an interactive web-based intelligence and information platform that provides easy to understand health and quality of life indicators for our South Florida community<sup>36</sup>.

### **Monitoring and integration of data elements to create a comprehensive system for tracking resource utilization.**

Resource utilization monitoring will be led by the City of Miami with support from relevant partners, such as the Jewish Community Services. There is currently no citywide database for housing project-related data, however a monitoring implementation data tracker will be created to house baseline data and data collected from project implementation. Much of the data will come from city departments, so the Implementation Lead will coordinate with department leads on data reporting or, if data is not available in-house such as the transit app data, the Implementation lead will work with department leads to set up data reporting with external parties. Data will be continuously monitored and reviewed periodically, e.g., every three months after implementation, among the project implementation team and with partners who served on the Leadership Team. There are plans among the Collective partners to secure additional funding to establish a shared data strategy that would create an LGBTQIA+ data dashboard.

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<sup>33</sup> <https://www.hrc.org/resources/healthcare-equality-index>

<sup>34</sup> <https://www.healthymiamidade.org/wp-content/uploads/2022/06/2022-Miami-Dade-County-CHIP-FINAL-with-Appendices.pdf>

<sup>35</sup> <https://www.miamidade.gov/economy/library/2020-census/2019-09-09-lgbt-chamber-of-commerce-census.pdf>

<sup>36</sup> <https://www.miamidadematters.org/>

# IMPLEMENTATION PLAN

## Policy, Systems, and Environmental Change Recommendations

### Priority Determinant of Health: Built Environment (BEO)

#### Focus Area: Outdoor Public Spaces

#### BEO Recommendation 1: Establish and adopt comprehensive LGBTQIA+ inclusive sporting and recreational programming within the City of Miami.

Recommendation/Strategy	Stakeholders/Partners	Activities	Time Frame
<b>1a. Conduct an assessment of the available recreational LGBTQIA+ sports leagues and/or teams operating within the City of Miami*</b>	City of Miami Parks and Recreation	<ul style="list-style-type: none"> <li>Identify an employee within the Parks and Recreation Department to serve as point of contact/champion.</li> <li>Develop tracking tool that lists the available recreation opportunities (such as intramurals and leagues) sponsored by the city and whether or not LGBTQIA+ teams are represented.</li> </ul>	October 2023 through April 2024
<b>1b. Increase visibility and awareness of recreational LGBTQIA+ sports leagues and teams operating within the City of Miami through promotion on social media platforms, in community newsletters and newspapers, and on the City's website. *</b>	<ul style="list-style-type: none"> <li>City of Miami Parks and Recreation</li> <li>City of Miami LGBTQ+ Advisory Board</li> <li>City of Miami Department of Human Services</li> <li>Local media</li> <li>Community newsletters and newspapers</li> <li>Jewish Community Services</li> <li>City of Miami Office of Communications</li> <li>Collective Members</li> </ul>	<ul style="list-style-type: none"> <li>Obtain a list of sports leagues and teams.</li> <li>Obtain a list of game times and locations.</li> <li>Develop social media posts (Instagram, Facebook, TikTok).</li> <li>Develop ads for inclusion in apps (such as Grindr and Candy Crush).</li> <li>Create a press release highlighting the first game of the season.</li> <li>Work with the public information officer (PIO) to disseminate a press release to media outlets.</li> <li>Have staff take photographs at sporting events.</li> <li>Write a post-game article for inclusion in local newspapers and newsletters.</li> <li>Work with the City of Miami to provide</li> </ul>	May 2024 through September 2024



		<p>updated content for ACT webpage.</p> <ul style="list-style-type: none"> <li>• Create a calendar of games on the City of Miami website.</li> <li>• Create flyers for distribution at locations visited by LGBTQIA+ individuals (such as coffee shops, book stores, etc).</li> <li>• Create QR for inclusion of flyers that link to ACT webpage.</li> </ul>	
<p><b>i. Develop a model policy for City of Miami Departments to promote availability of LGBTQIA+ friendly recreation opportunities through their networks.</b></p>	<ul style="list-style-type: none"> <li>• City of Miami Parks and Recreation</li> <li>• City of Miami Office of Communications</li> <li>• Collective Members</li> </ul>	<ul style="list-style-type: none"> <li>• Review current recreation offerings to determine availability of LGBTQIA+ friendly recreation opportunities.</li> <li>• Review language in recreation department policies to determine necessary revisions in relation to promoting opportunities to LGBTQIA+ population (and other underrepresented groups).</li> </ul>	<p>October 2023 through June 2024</p>
<p><b>ii. Incorporate LGBTQIA+ staff/consultants/residents in the development of communication materials that promote safe and inclusive recreation to the LGBTQIA+ population.</b></p>	<ul style="list-style-type: none"> <li>• City of Miami Parks and Recreation</li> <li>• Miami Police Department</li> <li>• City of Miami Office of Communication</li> <li>• Collective Members</li> <li>• City of Miami Building Department</li> <li>• Graphic Designer</li> <li>• City of Miami Office of Capital Improvements</li> </ul>	<ul style="list-style-type: none"> <li>• Develop job advertisement/community posting for individuals interested in assisting with the development of communication materials.</li> <li>• Ensure a range of representatives from the LGBTQIA+ community review communication materials developed to promote recreation to LGBTQIA+ population.</li> <li>• Incorporate LGBTQIA+ staff in communication team meetings and solicit and integrate their feedback when developing materials.</li> </ul>	<p>October 2023 through September 2024</p>

<p><b>iii. Create guidelines for the City of Miami to develop appropriate signage and communication materials that promote services and programs to the LGBTQIA+ population.</b></p>	<ul style="list-style-type: none"> <li>• City of Miami Parks and Recreation</li> <li>• Miami Police Department</li> <li>• Collective Members</li> </ul>	<ul style="list-style-type: none"> <li>• Brainstorm signage ideas with community partners.</li> <li>• Research national and international examples of Pride/LGBTQIA+ symbolism in parks.</li> <li>• Solicit community input on types of signage and symbols they would like to see/feel promote inclusion and sense of belonging in public spaces.</li> <li>• Develop mock ups for community input/voting.</li> <li>• Develop a bid process for hiring a designer to create symbols that will be displayed in parks (if applicable).</li> <li>• Obtain quotes from signage vendors to get pricing on aluminum signs (with reflective material so they are visible at night) and posts.</li> <li>• Contact Parks and Recreation and Building Departments for installation of signage at parks.</li> <li>• Develop press releases highlighting the installations.</li> </ul>	<p>October 2023 through September 2024</p>
<p><b>1c. Increase the availability of safe recreational spaces for recreational LGBTQIA+ sports leagues/teams by designating a park within the City of Miami to serve as the official meeting place.</b></p>	<ul style="list-style-type: none"> <li>• City of Miami Equal Opportunity Diversity and Programs Department</li> <li>• City of Miami Human Resources Department</li> <li>• City of Miami Human Services Department</li> <li>• Collective Members</li> </ul>	<ul style="list-style-type: none"> <li>• Identify an employee within the Parks and Recreation Department to serve as point of contact/champion.</li> <li>• Assess proximity of parks to LGBTQIA+ service centers.</li> <li>• Inventory location of parks currently used for LGBTQIA+ recreation, if applicable.</li> <li>• Assess location of transit stops near parks utilized by LGBTQIA+ sports</li> </ul>	<p>October 2023 through June 2024</p>

		teams and parks within close proximity to LGBTQIA+ service centers.	
<b>i. Increase utilization of established LGBTQIA+ safe recreational spaces by implementing LGBTQIA+ intramural sports as part of the city's recreational offerings.</b>	<ul style="list-style-type: none"> <li>• City of Miami Parks and Recreation</li> <li>• Miami Police Department</li> <li>• City of Miami Office of Communication</li> <li>• Collective Members</li> <li>• City of Miami Building Department</li> <li>• Graphic Designer</li> <li>• City of Miami Office of Capital Improvements</li> </ul>	<ul style="list-style-type: none"> <li>• Assess which sports individuals would like integrated into the recreation department as an intramural league.</li> <li>• Promote offering of LGBTQIA+ intramurals.</li> <li>• Determine logistics associated with intramural sports (registration and fees, schedule, etc.).</li> </ul>	October 2023 through September 2024
<b>ii. Policy to support economic incentives for private businesses to provide safe recreational spaces for LGBTQIA+ sports leagues/teams.</b>	<ul style="list-style-type: none"> <li>• City of Miami Parks and Recreation</li> <li>• City of Miami Office of Communication</li> <li>• City of Miami Office of Capital Improvements</li> </ul>	<ul style="list-style-type: none"> <li>• Research potential opportunities provided by CRA that promote renovation or new development of recreational facilities.</li> <li>• Research incentive programs offered by other municipalities and counties.</li> <li>• Promote incentives to local businesses.</li> </ul>	October 2023 through September 2024
<b>BEO Recommendation 2: Increase safety as experienced by LGBTQIA+ individuals in parks and other public spaces through the adoption of built environment strategies such as Crime Prevention Through Environmental Design (CPTED).</b>			
<b>2a. Prepare design standards for lighting as a pedestrian safety measure along streets, paths, crosswalks and other points of vehicular conflict, as well as within public spaces to increase safety experienced by the LGBTQIA+ population.</b>	<ul style="list-style-type: none"> <li>• City of Miami Parks and Recreation</li> <li>• Miami Police Department</li> <li>• City of Miami Office of Communication</li> <li>• Collective Members</li> <li>• City of Miami Building Department</li> <li>• Graphic Designer</li> <li>• City of Miami Office of Capital Improvements</li> </ul>	<ul style="list-style-type: none"> <li>• Assess safety features (such as lighting) of parks utilized by LGBTQIA+ sports teams and parks within close proximity to LGBTQIA+ service centers.</li> <li>• Assess safety features (such as lighting) of transit stops near parks utilized by LGBTQIA+ sports teams and parks within close proximity to LGBTQIA+ service centers.</li> </ul>	October 2023 through September 2024

<p><b>2b. Consider the use of CPTED strategies to address the safety of LGBTQIA+ pedestrians in parking lots, transit terminals, parks and other public areas.</b></p>	<ul style="list-style-type: none"> <li>• City of Miami Parks and Recreation</li> <li>• Miami Police Department</li> <li>• City of Miami Office of Communication</li> <li>• Collective Members</li> <li>• City of Miami Building Department</li> <li>• Graphic Designer</li> <li>• City of Miami Office of Capital Improvements</li> </ul>	<ul style="list-style-type: none"> <li>• Review the environmental designs for crime prevention as outlined by CPTED.</li> <li>• Determine which environmental designs for crime prevention to focus on as priority areas.</li> <li>• Develop a matrix to track progress.</li> </ul>	<p>October 2023 through September 2024</p>
<p><b>BEO Recommendation 3: Incorporate appropriate signage or symbols (such as crosswalks and flags) at city parks that indicate and promote inclusion and safety.</b></p>			
<p><b>BEO Recommendation 4: Provide model policy language that acknowledges the expansion of the Safe Place Initiative to include outdoor public spaces such as City of Miami public parks.</b></p>			
<p><b>4a. Develop guidelines necessary to qualify as an LGBTQIA+ Safe Outdoor Public Space.</b></p>	<ul style="list-style-type: none"> <li>• City of Miami Parks and Recreation</li> <li>• Miami Police Department</li> <li>• City of Miami Office of Communication</li> <li>• Collective Members</li> <li>• Additional Appropriate City of Miami Departments</li> <li>• Graphic Designer</li> </ul>	<ul style="list-style-type: none"> <li>• Review the Safe Places requirements/qualifications to determine.</li> <li>• Determine criteria for LGBTQIA+ Safe Outdoor Public Space designation.</li> <li>• Promote the availability of the initiative through digital and social media posts as well as through traditional media outlets.</li> <li>• Determine if Parks and Recreation would like additional criteria.</li> <li>• Potentially develop a LGBTQIA+ Parks Toolkit.</li> <li>• Develop press release highlighting new parks designated as Safe Places.</li> <li>• Determine application process for outdoor public spaces looking to receive designation.</li> </ul>	<p>October 2023 through September 2024</p>
<p><b>4b. Promote City of Miami parks and outdoor public spaces that have officially been designated as an</b></p>	<ul style="list-style-type: none"> <li>• City of Miami Parks and Recreation</li> <li>• Miami Police Department</li> </ul>	<ul style="list-style-type: none"> <li>• Promote the availability of the initiative through social media posts.</li> </ul>	<p>October 2023 through September 2024</p>

<p><b>LGBTQIA+ Safe Outdoor Public Space.</b></p>	<ul style="list-style-type: none"> <li>• City of Miami Office of Communication</li> <li>• Collective Members</li> <li>• Additional Appropriate City of Miami Departments</li> <li>• Graphic Designer</li> </ul>	<ul style="list-style-type: none"> <li>• Track number of times social media posts were viewed and clicked.</li> <li>• Track number of visitors to LGBTQIA+ Safe Outdoor Public Spaces.</li> <li>• Determine if Parks and Recreation would like additional criteria for making parks Safe Places.</li> <li>• Potentially develop a LGBTQIA+ Parks Toolkit.</li> <li>• Assess proximity of parks to LGBTQIA+ service centers.</li> <li>• Conduct inventory of parks that currently offer LGBTQIA+ friendly recreation.</li> <li>• Contact the aforementioned parks for potential Safe Place designation.</li> <li>• Develop press release highlighting new parks designated as Safe Places.</li> <li>• Meet with the City of Miami Police Department to review requirements of the Safe Place Initiative.</li> </ul>	
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**Priority Determinant of Health: Built Environment (BEI)  
Focus Area: Indoor Public Spaces**

**BEI Recommendation 1: Increase access, visibility, and utilization of available LGBTQIA+ services and resources.**

<p><b>1a. Partner with Jewish Community Services to house, maintain, and update master list of available LGBTQIA+ services, resources, and organizations via its 211 platform.</b></p>	<p>City of Miami Collective Members</p>	<ul style="list-style-type: none"> <li>• Establish a point of contact at Jewish Community Services to assist with effort/Identify appropriate 211 contact.</li> <li>• Create an assessment tool to gather information on current services, programs, and resources listed on 211.</li> <li>• Disseminate a copy of the assessment tool to members of the Collective to inventory</li> </ul>	<p>October 2023 through September 2024</p>
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		<p>services, programs, and resources their organization implements.</p> <ul style="list-style-type: none"> <li>• Merge assessment tools from Collective members and other community partners into one document.</li> <li>• Potentially create a Google Form on the ACT website for community members to input their services, programs, and resources.</li> <li>• Update 211 website and services guide to include LGBTQIA+ resources.</li> <li>• Create an awareness campaign surrounding the inclusion of LGBTQIA+ resources.</li> <li>• Create a tracking tool to monitor the number of calls/visits to the 211 website for LGBTQIA+ resources.</li> </ul>	
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**BEI Recommendation 2: Develop recommendations for the Miami-Dade Public Library Systems to adopt that will result in more LGBTQIA+ inclusive library services, practices and programs at libraries in the City of Miami.**

<p><b>2a. Develop a LGBTQIA+ library toolkit which provides guidelines on how to be more inclusive.</b></p>	<ul style="list-style-type: none"> <li>• City of Miami Human Services</li> <li>• Miami-Dade County LGBTQ+ Advisory Board</li> <li>• Collective Members</li> <li>• Additional Appropriate City of Miami Departments</li> <li>• Graphic Designer</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a list of potential criteria/categories for inclusive libraries.</li> <li>• Review existing parks and library toolkits to determine layout.</li> <li>• Develop of list potential programming for inclusive libraries and guidelines for inclusive programming arranged by age groups.</li> <li>• Determine if existing materials can be integrated into the toolkit.</li> <li>• Gather background and contextual information.</li> <li>• Create or adapt an LGBTQIA+ assessment</li> </ul>	<p>October 2023 through September 2024</p>
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<p><b>2b. Develop and utilize an equity assessment tool to determine effectiveness of services and programs at meeting the needs of the LGBTQIA+ population.</b></p>	<ul style="list-style-type: none"> <li>• City of Miami (various departments)</li> <li>• Collective Members</li> </ul>	<p>tool and/or checklist for libraries.</p> <ul style="list-style-type: none"> <li>• Research equity checklists to determine which one to use/modify for our services.</li> <li>• Consult with UHP to determine any gaps in the equity checklist.</li> <li>• Determine with the City of Miami department to pilot the checklist (possibly the library or parks and recreation due to services provided).</li> <li>• Obtain a list of services provided by the pilot department.</li> <li>• Conduct a pilot of the equity checklist.</li> </ul>	<p>October 2023 through June 2024</p>
<p><b>Priority Determinant of Health: Built Environment</b>  <b>Focus Area: Public Transit</b></p>			
<p><b>BET Recommendation 1: Adopt recommendations that expand efforts that make transit offered by the City of Miami safer and more inclusive for LGBTQIA+ patrons.</b></p>			
<p><b>1a. Conduct an assessment of the City of Miami's trolley and bus stops that cross-references LGBTQIA+ primary locations to determine if transit stops are strategically located in areas near LGBTQIA+ service organizations.*</b></p>	<ul style="list-style-type: none"> <li>• City of Miami Human Services</li> <li>• City of Miami Roadways and Transportation</li> <li>• Miami-Dade County Transportation and Public Works</li> <li>• Collective Members</li> </ul>	<ul style="list-style-type: none"> <li>• Identify point of contact/champion within the trolley department.</li> <li>• Obtain a map of trolley stops.</li> <li>• Obtain listing of LGBTQIA+ service providers within the City of Miami.</li> <li>• Map location of trolley stops and LGBTQIA+ service providers to determine proximity.</li> <li>• Determine first and last mile gaps between trolley stops and service providers.</li> <li>• Determine if trolley stops provide access to services utilized by LGBTQIA+ individuals (are they going where we need them to?).</li> </ul>	<p>October 2023 through June 2024</p>
<p><b>1b. Increase safety and inclusive environment around transit stops by</b></p>	<ul style="list-style-type: none"> <li>• City of Miami Human Services</li> </ul>	<ul style="list-style-type: none"> <li>• Identify point of contact/champion within the Roadways and</li> </ul>	<p>October 2023 through September 2024</p>

<p><b>increasing lighting and other modifications which improve line of sight</b></p>	<ul style="list-style-type: none"> <li>• City of Miami Roadways and Transportation</li> <li>• Miami-Dade County Transportation and Public Works</li> <li>• Collective Members</li> </ul>	<p>Transportation department.</p> <ul style="list-style-type: none"> <li>• Obtain a map of trolley stops.</li> <li>• Review CPTED recommendations and determine which recommendation(s) to implement.</li> <li>• Conduct an environmental assessment of transit stops to current lighting, natural access barriers (such as shrubbery), and natural surveillance.</li> </ul>	
<p><b>1c. Establish and create safe routes to public spaces for LGBTQIA+ individuals through the creation of express buses and trolleys to operate during high-impact LGBTQIA+ celebrations/highly attended events to increase safety by eliminating opportunities for potentially unsafe individuals to utilize public transit on routes to these events.</b></p>	<ul style="list-style-type: none"> <li>• City of Miami Human Services</li> <li>• City of Miami Roadways and Transportation</li> <li>• Miami-Dade County Transportation and Public Works</li> <li>• Collective Members</li> </ul>	<ul style="list-style-type: none"> <li>• Identify point of contact/champion within the Roadways and Transportation department.</li> <li>• Obtain a map of trolley stops.</li> <li>• Obtain listing of LGBTQIA+ service providers within the City of Miami.</li> <li>• Obtain a calendar of LGBTQIA+ events occurring within the City of Miami.</li> <li>• Map location of trolley stops and LGBTQIA+ service providers to determine proximity.</li> <li>• Map location of trolley stops and location of LGBTQIA+ events.</li> <li>• Assess the potential financial implications (positive and negative) of creating express routes.</li> <li>• Research implementation, success, and barriers of express routes in other municipalities across the state and nation.</li> </ul>	<p>October 2024 - September 2025</p>
<p><b>1d. Establish and create safe routes to public spaces and organizations by improving</b></p>	<ul style="list-style-type: none"> <li>• City of Miami Human Services</li> </ul>	<ul style="list-style-type: none"> <li>• Identify point of contact/champion within the Roadways and</li> </ul>	<p>October 2023 through September 2024</p>

<p><b>the first and last mile connectors to public spaces and organizations within the City of Miami that provide services to the LGBTQIA+ population.</b></p>	<ul style="list-style-type: none"> <li>• City of Miami Roadways and Transportation</li> <li>• Miami-Dade County Transportation and Public Works</li> <li>• Collective Members</li> <li>• Brightline</li> <li>• Go Connect</li> <li>• Freebie</li> <li>• City of Miami Office of Communication</li> </ul>	<p>Transportation department.</p> <ul style="list-style-type: none"> <li>• Obtain a map of transit and trolley stops located within the City of Miami.</li> <li>• Obtain listing of LGBTQIA+ service providers within the City of Miami.</li> <li>• Map location of transit and trolley stops and LGBTQIA+ service providers to determine proximity.</li> <li>• Determine first and last mile gaps between transit and trolley stops and service providers.</li> <li>• Determine if transit and trolley stops provide access to services utilized by LGBTQIA+ individuals (are they going where we need them to?).</li> <li>• Conduct an assessment of available first and last mile connectors such as Brightline, Freebie, and Go Connect.</li> <li>• Obtain information of existing first and last mile utilization.</li> <li>• Promote existing first and last mile connectors via social media.</li> </ul>	
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**BET Recommendation 2: Establish and adopt an LGBTQIA+ Inclusive program within the City of Miami's Transit to increase the sense of belonging experienced by LGBTQIA+ patrons.**

<p><b>2a. Incorporate and/or improve basic customer service training provided to City of Miami Transportation and Roadways staff as part of new employee orientation and annual required training for all City of Miami staff to improve interactions between staff and members of the public.</b></p>	<ul style="list-style-type: none"> <li>• City of Miami Human Resources</li> <li>• City of Miami Human Services Department</li> <li>• City of Miami Office of Communication</li> </ul>	<ul style="list-style-type: none"> <li>• Assess current trainings offered to new employees and current trainings offered to existing employees are part of required annual trainings.</li> <li>• Determine gaps in sensitivity and competency trainings available to employees.</li> <li>• Meet with appropriate Human Resources to</li> </ul>	<p>October 2023 through June 2024</p>
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		<p>discuss the importance of improving relationships between transit operators and the public.</p> <ul style="list-style-type: none"> <li>• Develop training module recommendations.</li> <li>• Assess what staff training other municipalities offer to staff on customer service.</li> <li>• Develop a marketing campaign (for example “Talk to Your Driver”) that encourages positive interactions between the public and transit operators.</li> </ul>	
<p><b>2b. Incorporate LGBTQIA+ training as part of new employee orientation and annual required training for City of Miami Transportation and Roadways staff and City of Miami staff to improve staff awareness of the unique challenges faced by the LGBTQIA+ population to increase competency and improve interactions between staff and members of the LGBTQIA+ population.</b></p>	<ul style="list-style-type: none"> <li>• City of Miami Human Resources</li> <li>• Collective Members</li> <li>• City of Miami Human Services Department</li> </ul>	<ul style="list-style-type: none"> <li>• Assess current trainings offered to new employees and current trainings offered to existing employees are part of required annual trainings.</li> <li>• Determine gaps in sensitivity and competency trainings available to employees.</li> <li>• Meet with appropriate Human Resources to discuss the need for and importance of staff training on LGBTQIA+ issues.</li> <li>• Develop training module recommendations.</li> <li>• Assess what staff training other municipalities offer to staff on LGBTQIA+ issues.</li> </ul>	<p>October 2023 through June 2024</p>
<p><b>2c. Establish a policy to include employee pronouns of transit staff name badges to promote allyship.</b></p>	<ul style="list-style-type: none"> <li>• City of Miami Roadways and Transportation</li> <li>• City of Miami Human Services Department</li> </ul>	<ul style="list-style-type: none"> <li>• Identify point of contact/champion within the trolley department.</li> <li>• Develop talking points for staff explaining the importance of including pronouns on name badges and how this</li> </ul>	<p>October 2024</p>

	<ul style="list-style-type: none"> <li>• City of Miami Office of Communication</li> </ul>	<p>promotes allyship, inclusion, and sense of belonging.</p> <ul style="list-style-type: none"> <li>• Work with a vendor to develop employee name badges that include preferred pronouns.</li> <li>• Ask staff for their preferred pronouns.</li> <li>• Train staff on how to react if someone engages with them in a positive or negative manner regarding the pronouns.</li> <li>• Potentially develop a "Ask about my pronouns!" campaign to encourage the public to engage in meaningful conversation.</li> </ul>	
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**Priority Determinant of Health: Social Connectedness (SC)**

**Focus Area: Safety and Inclusion**

**SC Recommendation 1: Improve the City of Miami’s relationship with the LGBTQIA+ community by developing a policy to establish year-round allyship among elected officials and department leaders.**

<p><b>1a. Equip City of Miami elected officials and department leaders with the skills and information necessary to engage in year-round allyship through the development and implementation of an LGBTQIA+ allyship procedure.</b></p>	<ul style="list-style-type: none"> <li>• City of Miami LGBTQ+ Advisory Board</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a fact sheet detailing information on the City of Miami’s LGBTQIA population (such as demographics and economic impact statistics; historical background, and health and social issues experienced by the population).</li> <li>• Educate elected officials and department heads on the importance of meaningful allyship.</li> <li>• Educate elected officials and department heads on legislation impacting the LGBTQIA+ community.</li> <li>• Inform elected officials and department heads of the results from the 2023 Accelerate Change Together Community Survey.</li> </ul>	<p>October 2023 through March 2024</p>
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		<ul style="list-style-type: none"> <li>• Establish meeting schedule (quarterly, yearly) with elected officials to update them on new issues relating to the City of Miami's LGBTQIA+ population.</li> <li>• Review Accelerator Plan and policy, systems, and environmental change recommendations with elected officials and department heads.</li> <li>• Advocate for adoption of policy, systems, and environmental change recommendations.</li> </ul>	
<p><b>1b. Develop a toolkit for newly elected officials that explains the unique physical, mental, and social health challenges experienced by the LGBTQIA+ population; highlights available services, programs and resources in the City of Miami tailored to the LGBTQIA+ population; and provides information on how to provide effective and meaningful allied leadership.</b></p>	<ul style="list-style-type: none"> <li>• City of Miami LGBTQ+ Advisory Board</li> <li>• Graphic Designer</li> </ul>	<ul style="list-style-type: none"> <li>• Determine items needed for the toolkit.</li> <li>• Determine if existing materials can be integrated into the toolkit.</li> <li>• Work with Collective to gather information on services, programs, and resources available.</li> <li>• Include guidelines on how to be effective allies.</li> </ul>	October 2023 through June 2024
<p><b>1c. Update the City of Miami's LGBTQIA+ Advisory Board bylaws to mandate board members meet with newly elected officials to discuss the City's year-round allyship policy and ally toolkit.</b></p>	<ul style="list-style-type: none"> <li>• City of Miami LGBTQ+ Advisory Board</li> </ul>	<ul style="list-style-type: none"> <li>• Review existing bylaws to determine if advisory board members are required to meet with elected officials to discuss issues impacting the city's LGBTQIA+ population.</li> <li>• Revise bylaws to include required meetings between advisory board members and elected officials to discuss issues impacting the city's LGBTQIA+ population. Meeting frequency to be determined by the advisory board.</li> </ul>	October 2024



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**SC Recommendation 2: Assign LGBTQIA+ liaisons within every City of Miami Department who are responsible for ensuring departmental policies and programs are inclusively developed.**

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**SC Recommendation 3: Revise language within the City of Miami to expand to the definition of protected classes to include not just gender identity but also gender expression.**

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**SC Recommendation 4: Adopt an ongoing Accelerate Change Together Initiative throughout the City of Miami that will promote the programs, changes, and activities within the City of Miami supportive of the LGBTQIA+ community throughout the year, not just during Pride month.**

	<ul style="list-style-type: none"> <li>• City of Miami departments</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Accelerate Change Together initiative.</li> <li>• Obtain buy-in from LGBTQIA+ Advisory Board, city departments, and city commission.</li> <li>• Develop initiative goals and objectives.</li> </ul>	<p>October 2023 through June 2024</p>
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**SC Recommendation 5: Incorporate LGBTQIA+ training as part of new employee orientation and annual required training for all City of Miami staff.**

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**SC Recommendation 6: Adopt a requirement to include language in all City of Miami Plans to meet a minimum engagement with the LGBTQIA+ population.**

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**SC Recommendation 7: Adopt a policy with the City of Miami Procurement Office to engage with and hire LGBTQIA+ businesses.**

	<ul style="list-style-type: none"> <li>• City of Miami departments</li> </ul>	<ul style="list-style-type: none"> <li>• Review current procurement policies related to conducting business with minority vendors.</li> <li>• Obtain listing of LGBTQIA+ business from the Miami-Dade Gay and Lesbian Chamber of Commerce.</li> </ul>	October 2023 through June 2024
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		<ul style="list-style-type: none"> <li>Advertise bid opportunities with the Miami-Dade Gay and Lesbian Chamber of Commerce.</li> </ul>	
<b>SC Recommendation 8: Adopt a policy with the City of Miami to use more LGBTQIA+ inclusive language within City Departments, services, and programs.</b>			
<b>8a. Display language on department websites (such as library websites) explaining the importance of creating a safe space and steps the institution has taken to design a safe space.</b>	<ul style="list-style-type: none"> <li>City of Miami Office of Communication</li> <li>Various City of Miami departments</li> <li>Graphic Designer</li> </ul>	<ul style="list-style-type: none"> <li>Review the City's website to assess language.</li> <li>Determine what language needs to be added to promote/highlight inclusive programs.</li> <li>Make necessary updates to ensure inclusive language is displayed on all City of Miami department web pages and websites.</li> </ul>	October 2023 through September 2024
<b>8b. Utilize resources such as Gender Decoder to ensure services, resources, and programs are promoted in an inclusive manner.</b>	<ul style="list-style-type: none"> <li>City of Miami departments</li> </ul>	<ul style="list-style-type: none"> <li>Research applications such as Gender Decoder, Linguix, Textio, and Limbo to assess capabilities.</li> <li>Determine the best application to use for the City of Miami.</li> <li>Conduct background research demonstrating the need for gender neutral language in job postings/advertisements and resource utilization.</li> <li>Partner with one department to conduct a pilot to determine any potential roadblocks, disadvantages, or setbacks with implementing this resource.</li> <li>Conduct an analysis to determine if the number of job applications increased (and if types of individuals who applied increased) as a result of implementation.</li> </ul>	October 2023 through September 2024

		<ul style="list-style-type: none"> <li>• Establish protocol for implementation across city departments.</li> </ul>	
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**SUSTAINABILITY/ FUNDING STRATEGY**

Incorporating the strategies into departments within the City of Miami and with existing and future efforts of our Collective members will ensure sustainability of this project. This will also help address some of the concerns surrounding funding, though we recognize the need for additional funding to expand our efforts. Our team has already submitted an application for a multi-year grant to increase our service area from the City of Miami to Miami-Dade County and expand the number of social determinants of health focus areas. The application also focused on creating a LGBTQIA+ health database to address the dearth of local health data specific to this population. Utilization of free social media platforms will help reduce the need for paid campaigns, though budget will be needed to boost posts to increase visibility.

**QUESTIONS OR COMMENTS?**

Please contact: Janiece N. Davis, Age-Friendly & Health Equity Program Manager, Urban Health Partnerships [janiece@urbanhp.org](mailto:janiece@urbanhp.org) or Michael Roman, Community Partnerships and Strategy Manager, City of Miami [mroman@miamigov.com](mailto:mroman@miamigov.com).

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