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## **5-YEAR STRATEGIC PLAN**

This document includes Narrative Responses to specific questions that grantees of the Community Development Block Grant, HOME Investment Partnership, Housing Opportunities for People with AIDS and Emergency Shelter Grants Programs must respond to in order to be compliant with the Consolidated Planning Regulations. Executive Summary



## **Executive Summary**

The Executive Summary is optional, but encouraged. If you choose to complete it, please provide a brief overview that includes major initiatives and highlights that are proposed throughout the 3-5 year strategic planning period.

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## Executive Summary

This Consolidated Plan provides a basis and strategy for the use of federal funds granted to the City of Miami Gardens by the U.S. Department of Housing and Urban Development (HUD) under the Community Development Block Grant (CDBG) program. The City of Miami Gardens is a newly incorporated municipality, which was granted entitlement status by HUD in fiscal year 2006. In 2006, the City of Miami Gardens was only awarded funding under the CDBG program; therefore, it is the desire of the City to work with other municipal partners, HUD, and the State of Florida to qualify to receive funding from other programs such as HOME and American Dream Down Payment Initiative in future years. In light of these facts, this consolidated plan is predicated on the following assumptions:

- (1) The City will receive level funding of the CDBG program at the federal fiscal year 2006 allocated amount;
- (2) The City will be eligible to receive funding under the HOME and American Dream Down Payment Initiative under the next funding cycle, either as a sub-grantee of the State of Florida, as a direct recipient from HUD, or as a member of a municipal consortium.

This Consolidated Plan covers the period beginning October 1, 2006, through September 30, 2011, including five program years. Programs and activities described in this plan are intended to primarily benefit low-income and moderate-income residents of the City of Miami Gardens, an emphasis on serving neighborhoods with high concentrations of low-income and moderate-income residents. The City will also use this plan to coordinate with other federal and state grant programs and local initiatives.

This plan is the product of extensive public outreach, multiple public hearings, and consultation with various agencies, groups, and organizations involved in the development of affordable housing, creation of job opportunities for low-income and moderate-income residents, and/or provision of services to children, elderly persons, persons with disabilities, persons with HIV/AIDS and their families, and homeless persons. A complete draft of this plan was made available for public review and comment for a 30-day period beginning June 13, 2006. The availability of both the draft plan and the final plan was advertised in the local newspaper and the complete documents are available for review on the City's website ([www.miamigardens-fl.gov](http://www.miamigardens-fl.gov)) and in print form at City Hall, the North Dade Regional Library, and the offices of the Parks and Recreation Department.

## Community Vision

In early 2005, the City undertook a process to develop a consensus vision for the newly formed City of Miami Gardens. The vision would provide direction for the Comprehensive Development Master Plan (CDMP). A representative group of citizens and community leaders took part in the visioning process, including the Mayor and City Council, a number of residents and business owners, and members of key organizations and agencies. Each participant filled out a "baseline" questionnaire and then was interviewed for their comments and ideas. After compiling responses, a vision of the City began to take shape. Additionally, the City Council decided to hold public facilitated work sessions or charrettes that would open up the visioning process to the public in general. This process was facilitated by Florida Atlantic University.

During the 2005 visioning sessions the residents were asked to engage in constructive and pragmatic discussions of the overall "quality of life" issues in the City. The residents then assigned a rating of High, Medium, or Low for each issue. The following issues received overall high rating:

- 1) Develop state of the art recreational facilities and services
- 2) Redevelop blighted commercial and residential areas

- 3) Improve maintenance of storm water facilities
- 4) Develop economic development programs
- 5) Create programs and services for elderly residents

In an effort to begin the implementation of programs to support the above-mentioned vision, the Mayor, City Council, and City Management began meeting in late June of 2005 to develop a four-year strategic plan. In order to accurately frame the issues to be included in the plan, consultants held individual meetings with each member of the council and city administration. These individual meetings were followed by four (4) group workshops to create tangible objectives, strategies, measures and actions to achieve the goals that were identified by the community vision process. As a result of these meetings, the City Council adopted a mission and vision statement to guide the City in meeting the goals set forth by the community.

### ***Mission***

The Mission of the City of Miami Gardens is to enhance the quality of life through the efficient and professional delivery of public services. The City is committed to fostering civic pride, participation and responsible economic development for the community.

### ***Vision***

The City will deliver superior services designed to enhance public safety and quality of life while exercising good stewardship through open government and active civic business and resident involvement.

Miami Gardens is and will be a vibrant and diverse City with strong sense of community ownership, civic pride, abundant employment opportunities and cultural leisure activities for its residents. It will provide continued economic viability through well-planned and responsible growth and redevelopment.

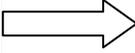
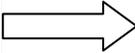
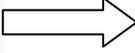
### **Achieving HUD Goals through Community Vision**

Building on the community vision established in 2005, the Consolidated Plan anticipates the use of CDBG and, if appropriated in future years, the HOME program to support the following activities:

- Assisting in the development of state of the art recreational facilities and services.
- Providing funding to redevelop blighted commercial and residential areas.
- Improving maintenance of storm water facilities.
- Creating Economic Development Programs that promote business attraction and retention.
- Creating partnerships with Community Based Organizations to establish programs and services for elderly residents.

Table I-1 shows the relationship between the priorities expressed during the visioning process and the goals the Consolidated Plan is intended to address

**Table I- 1: Nexus between Community's Vision and HUD's Goals**

<b>Community's Top Priorities</b>		<b>HUD Goal Nexus</b>
1) Develop of state of the art recreational facilities and services		A Suitable Living Environment
2) Redevelop blighted commercial and residential areas		A Suitable Living Environment/ Decent Housing
3) Improve maintenance of storm water facilities		A Suitable Living Environment
4) Develop economic development programs		Expanded Economic Opportunities
5) Create programs and services for elderly residents (Housing rehab in particular)		Decent Housing

**Available Funds**

The priorities and accomplishment goals outlined in this document are based on assumptions about future funding levels for the Consolidated Plan programs. In all cases, the City of Miami Gardens has used the presumption of level funding for the CDBG program at Federal Fiscal Year 2006 levels as outlined in Table I-2, below. Because these programs are subject to annual Congressional appropriations as well as potential changes in funding distribution formulas or the number of communities eligible to receive entitlement grants, the accomplishment projections and planned activities are subject to change.

**Table I- 2: City of Miami Gardens 5-year Funding Estimates**

	<b>CDBG</b>	<b>HOME</b>	<b>TOTAL</b>
Estimated Annual Entitlement	\$1,429,030	\$0	\$1,429,030
Estimated Annual Program Income	\$0	\$0	\$0
Estimated Annual Available Funds	\$1,429,030	\$0	\$1,429,030
Five-Year Estimated Funds Available	\$7,145,150	\$0	\$7,145,150

**Summary of Priorities, Goals, Budgets, and Anticipated Accomplishments**

Table I-3 below outlines the priority need categories that HUD has found eligible to be supported with Consolidated Plan program funds. The table estimates the percentage of total Consolidated Plan funds that will be spent on each priority need category during the five

program years covered by this plan. Below each goal, high and medium priority objectives are also listed. The proposed funding amounts are constrained in many cases by program eligibility requirements and expenditure caps. Program administrative expenses are apportioned within the various priority need categories based on program regulations.

**Table I- 3: Prioritization of HUD Goals**  
**GOAL A: DECENT HOUSING – 50%**

<b>GOAL A: DECENT HOUSING – 50%</b>	
<b>OBJECTIVES</b>	<b>PRIORITY</b>
1. Assisting homeless persons obtain affordable housing	Medium
2. Assisting persons at risk of being homeless	Medium
3. Retention of affordable housing stock	High
4. Increase the availability of affordable permanent housing in standard condition to low and moderate income families	High
5. Increase the supply of supportive housing which includes structural features and services to enable persons with special needs	Medium
6. Providing affordable housing that is accessible to job opportunities	High
<b>GOAL B: A SUITABLE LIVING ENVIRONMENT - 45%</b>	
<b>OBJECTIVES</b>	<b>PRIORITY</b>
1. Improving safety and livability of neighborhoods	High
2. Increasing access to quality public and private facilities and services	High
3. Reducing the isolation of income groups within areas through spatial de-concentration of housing opportunities for lower income persons and the revitalization of deteriorating neighborhoods	High
4. Restoring and preserving properties of special historic , architectural, or aesthetic value	Medium
5. Conservation of energy and resources	High
<b>GOAL C: EXPANDED ECONOMIC OPPORTUNITIES - 5%</b>	
<b>OBJECTIVES</b>	<b>PRIORITY</b>
1. Establishment, stabilization and expansion of small businesses	High
2. Job creation and retention	High
3. The provision of public services concerned with employment	Medium
4. The provision of jobs to low income persons living in area affected by those programs and activities, or jobs resulting from carrying out activities under programs covered by the plan	High
5. Availability of mortgage financing for low income persons at reasonable rated using non-discriminatory lending practices	Medium
6. Access to capital and credit for development activities that promote the long term economic and social viability of the community	Medium
7. Empowerment and self sufficiency for low-income persons to reduce generational poverty in federally assisted housing and public housing	High



## **Strategic Plan**

Due every three, four, or five years (length of period is at the grantee's discretion) no less than 45 days prior to the start of the grantee's program year start date. HUD does not accept plans between August 15 and November 15.

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## Strategic Plan

As noted in the previous section, the City has recently adopted a mission statement and a vision based on extensive public participation. The **Mission** of the City of Miami Gardens is to enhance the quality of life through the efficient and professional delivery of public services. The City is committed to fostering civic pride, participation and responsible economic development for the community. The City's **Vision** is to deliver superior services designed to enhance public safety and quality of life while exercising good stewardship through open government and active civic business and resident involvement.

Miami Gardens is and will be a vibrant and diverse City with strong sense of community ownership, civic pride, abundant employment opportunities and cultural leisure activities for its residents. It will provide continued economic viability through well planned and responsible growth and redevelopment.

In 2005, the residents of the City of Miami Gardens defined the following issues as a high priority for the future growth of the community:

- 1) Develop of state of the art recreational facilities and services
- 2) Redevelop blighted commercial and residential areas
- 3) Improve maintenance of storm water facilities
- 4) Develop an Economic Development Programs
- 5) Create programs and services for elderly residents

Building on the community vision established in 2005, this five year Consolidated Plan provides a blueprint for the use of CDBG programs to assist in the implementation of this vision between October 1, 2006 and September 30, 2011 particularly for the low-income and moderate-income residents of the City. The Consolidated Plan anticipates supporting programs to:

- 1) Assist in the development of state of the art recreational facilities and services.
- 2) Provide funding to redevelop blighted commercial and residential areas.
- 3) Improve maintenance of storm water facilities.
- 4) Create economic development programs that promote business attraction and retention.
- 5) Create partnerships with community-based organizations to establish programs and services for elderly residents.



## **General Questions**

1. Describe the geographic areas of the jurisdiction (including areas of low income families and/or racial/minority concentration) in which assistance will be directed.
2. Describe the basis for allocating investments geographically within the jurisdiction (or within the EMSA for HOPWA) (91.215(a)(1)) and the basis for assigning the priority (including the relative priority, where required) given to each category of priority needs (91.215(a)(2)).
3. Identify any obstacles to meeting underserved needs (91.215(a)(3)).

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## General Questions

### Geographic Areas of the Jurisdiction

The City of Miami Gardens was incorporated on May 13, 2003, as the 33rd city in Miami-Dade County. With a population of 105,414, it is the third largest city in the County. The City is located in North-Central Miami Dade County and covers an area of approximately 20 square miles. Miami Gardens borders Broward County to the north, the City of Miami Lakes and Unincorporated Miami Dade County to the west, the City of Opa-Lock to the south, and the City of North Miami Beach and Unincorporated Miami Dade County to the east.

The new City of Miami Gardens is comprised of seven communities identified as a Census Designated Places (CDP) in the 2000 Census: Andover CDP, portions of Carol City CDP, Scott Lake CDP, portions of Norland CDP, portions of Lake Lucerne CDP, Opa-Locka North CDP, and Bunche Park CDP. The City of Miami Gardens is an urban/suburban community that was heavily developed between 1950 and 1969. It is a solid, working and middle class community of unique diversity and holds the distinction of being the largest predominantly African-American municipality in the State of Florida. The City is 77% non-Hispanic Black, 16% Hispanic, 4% White non-Hispanic, and 3% other.

According to the 2000 Census, approximately 11,151 households in the City of Miami Gardens earn 80% of the area median income or less, and are therefore classified as low income by HUD. This represents about 38% of the citywide population for whom household income could be determined. The following maps illustrate: (1) the City location, (2) the Community Designated Places that comprised the City in the 2000 census, (3) the CDBG priority areas by census block group and Neighborhood, and (4) racial demographic by census block group.

**Map I - 1: City of Miami Gardens Corporate Boundaries**  
*Source: Miami Gardens, Planning and Zoning Department*

**Map I - 2: Miami Gardens 2000 Census Designated Places**  
*Source: Miami Gardens, Planning and Zoning Department*

**Map I - 3: CDBG Priority Areas by Census Block Group and Neighborhoods**  
*Source: Miami Gardens, Planning and Zoning and Miami-Dade County Planning*

**Map I - 4: Racial Demographics By Census Block Group**

*Source: Miami Gardens, Planning and Zoning and Miami-Dade County Planning*

## Basis for Allocation of Funding

### *Geographic Allocation*

Because the primary national objectives of the Consolidated Plan programs are to benefit low-income and moderate-income residents, the City of Miami Garden's block grant program funds will be targeted to low-income and moderate-income neighborhoods.

### *Target Areas*

The City of Miami Gardens has identified twelve (12) areas that have more than 50% of their residents within the low to moderate income range category, as defined by HUD (see Table I-4). These areas, as illustrated in Map I-3, will be designated CDBG priority areas for the purpose of program funding.

**Table I- 4: Low to Moderate Income Areas**

AREA NAME	CENSUS TRACTS
Rainbow Park	000403-(1)(6), 000402-(2), 000501-(3)(1)
*Bunche Park	000403-(5), 000402-(3)(4)
Lake Lucerne	009904-(1), 00904-(9)
Brentwood & Vicinity	010002-(1)
Myrtle Grove & Vicinity	009400-(4)
LeJeune Gardens & Vicinity	010006-(1)
Kings Gardens	010010-(2)
Cloverleaf Estates & Vicinity	009501-(9)
Eagles Landing/Leslie Estates	010002-(2)
Unidentified	009600-(2), 009902-(3)

*\*indicates neighborhood with greater than 70% low-mod income*

### *Neighborhood Revitalization Strategy*

According to the 2000 Census, more than 70% of the residents in the Bunche Park neighborhood are classified as low and moderate income residents. This area represents the highest concentration of low and moderate income residents citywide. As such, the City of Miami Gardens will work with area stakeholders, residents, businesses, and financial institutions to develop a neighborhood revitalization strategy to serve this area. If approved by HUD, this strategy will allow the City greater flexibility to provide economic incentives.

### *Priority Needs*

According to the guidelines for preparing a Consolidated Plan Submission for Local Jurisdictions, the statutes for the formula grant programs set forth three basic goals against which the plan and the City's performance will be evaluated. As such, the the City of Miami Gardens

recognizes the following priority need categories for the five-year planning period. Relative priorities and target funding proportions were established through the synthesis of the needs information obtained through the plan development process described elsewhere in this document. A core component of the public outreach in preparing this plan was to prioritize a lengthy list of real needs given the limited amount of funding available through the Consolidated Plan programs. Table I-5 shows the prioritization of needs by goal, as recommended by HUD.

**Table I- 5: Prioritization of HUD Goals**

<b>GOAL A: DECENT HOUSING</b>	
<b>Objectives</b>	<b>Priority</b>
1. Assisting homeless persons obtain affordable housing	Medium
2. Assisting persons at risk of being homeless	Medium
3. Retention of affordable housing stock	High
4. Increase the availability of affordable permanent housing in standard condition to low and moderate income families	High
5. Increase the supply of supportive housing which includes structural features and services to enable persons with special needs	Medium
6. Providing affordable housing that is accessible to job opportunities	High
<b>GOAL B: A SUITABLE LIVING ENVIRONMENT</b>	
<b>Objectives</b>	<b>Priority</b>
1. Improving safety and livability of neighborhoods	High
2. Increasing access to quality public and private facilities and services	High
3. Reducing the isolation of income groups within areas through spatial de-concentration of housing opportunities for lower income persons and the revitalization of deteriorating neighborhoods	High
4. Restoring and preserving properties of special historic , architectural, or aesthetic value	Medium
5. Conservation of energy and resources	High
<b>GOAL C: EXPANDED ECONOMIC OPPORTUNITIES</b>	
<b>Objectives</b>	<b>Priority</b>
1. Establishment, stabilization and expansion of small businesses	High
2. Job creation and retention	High
3. The provision of public services concerned with employment	Medium
4. The provision of jobs to low income persons living in area affected by those programs and activities, or jobs resulting from carrying out activities under programs covered by the plan	High
5. Availability of mortgage financing for low income persons at reasonable rated using non-discriminatory lending practices	Medium
6. Access to capital and credit for development activities that promote the long term economic and social viability of the community	Medium
7. Empowerment and self sufficiency for low-income persons to reduce generational poverty in federally assisted housing and public housing	High

**Obstacles to Meeting Underserved Needs**

The primary obstacle to meeting all of the identified needs, including those identified as priorities, is the general lack of funding resources available to the public and private agencies who serve the needs of low-income and moderate-income residents. Due to the cycle of natural disasters over the last few years, federal, state, and local government budgets have been highly impacted in order to cover the cost of recovery. The 2004 and 2005 hurricane seasons cost the City of Miami Gardens almost \$1 million dollars (after FEMA reimbursements), which equals 75% of the City's municipal budget reserves. As a result, in the three years since incorporation, the City has not been afforded the opportunity to develop a healthy reserve. These budgetary constraints have forced the City to make difficult decisions regarding the allocation of resources for programs in the community. In the upcoming years City leaders will have to balance the community's many needs against the implementation of fiscally responsible budgetary practices to establish a healthy reserve. These factors will limit the City's ability to fully fund all the program needs identified in the City's first five year Consolidated Plan.



## **Managing the Process**

### **(91.200 (b))**

1. Lead Agency. Identify the lead agency or entity for overseeing the development of the plan and the major public and private agencies responsible for administering programs covered by the consolidated plan.
2. Identify the significant aspects of the process by which the plan was developed, and the agencies, groups, organizations, and others who participated in the process.
3. *Describe the jurisdiction's consultations with housing, social service agencies, and other entities, including those focusing on services to children, elderly persons, persons with disabilities, persons with HIV/AIDS and their families, and homeless persons.*

*\*Note: HOPWA grantees must consult broadly to develop a metropolitan-wide strategy and other jurisdictions must assist in the preparation of the HOPWA submission.*

## Managing the Process

### Lead Agency

As the entitlement grantee for the CDBG programs, the City of Miami Garden's Community Development Department is the lead agency for the development of this five-year consolidated plan as well as the Annual Action Plans that outline the proposed activities and expenditures under these programs. Community Development staff will also act as one of several public and private agencies that will administer programs and activities under the plan. This Department will oversee economic development, community development, housing, lead paint abatement, and historic and urban renewal programs.

### Plan Development Process

The City of Miami Gardens has embraced a process for the development of this five-year consolidated plan that included broad participation from the community. This process began with the creation of the City's Comprehensive Development Master Plan. At each step in the process, the City has ensure the participation of low-income and moderate-income residents, members of minority groups, agencies involved in the provision of services to these populations, and others who are directly impacted by the programs and projects supported by the Consolidated Plan programs. The following organizations were invited to participate:

**Table I- 6: Participating Organizations**

<b>Homeowners Associations</b>	
<b>Andover Lakes Civic Assn.</b>	Miramar Gardens (Vista Verde)
Andover Civic Assn.	Mitchell Lakes Neighborhood As
Brentwood HOA	Monterey HOA
Citizens Advisory Committee	Parkway Towers Condo
Crestview/roll Oaks HOA/UPAC	PHOC
Gratigny HOA	Robert Sharp Towers HOA
Isla Bella HOA- (Vista Verde)	<b>Scott Lake HOA/CCw</b>
Ives estate HOA	Sierra Lakes Apartments
Lake Lucerne Beautification	Sierra Miranda HOA
<b>Lejeune Gardens HOA</b>	Sierra Norwood Comm. Assn
<b>Leslie Estate HOA #1</b>	Star Lakes Association, Inc.
Leslie Estate HOA #3	Tri-Community HOA, Inc
<b>Leslie Estate HOA #4</b>	Vista Verde HOA
Leslie Estate HOA #7	<b>North County Citizens Assn, Inc</b>
Magnolia Homeowner's/Tenants	<b>Neighbors Comm. Org., Inc.</b>
<b>Faith Based Organizations</b>	
<b>Antioch MB Church of Carol City,</b>	Holy Faith Missionary Baptist Church,
Apostolic Prophetic Connection Inc.,	<b>Holy Family Episcopal Church,</b>
Acyn De Carol City	Holy Spirit Evangelist Church,
Believer In Christ Ministries, Inc.,	House of God Miracle Temple Shop Inc.,
Bethany Baptist Church of Carol City,	House of God Neopolitali
Bethe Apostolic Faith	House of God Pilar & Ground of The Truth,

Faith Based Organizations Cont'd	
Bethel Church of God Seventh Day, Inc.,	House of Prayer,
Bethel Pentecostal Holiness Church,	Iglesia Bautista Emmanuel,
Big Tree Outreach Church of God	Iglesia Christian Berea,
Calvary Holiness Church of God Inc.,	Iglesia De Dios,
Carol City Spanish Seven Day Adventist Ch	Insight International Deliverance Ministries,
Carol City United Methodist Church,	International Church of the Four Square
Christ The King,	JPM Centre at Miami Gardens Drive, Inc.,
Christian Fellowship Center	Lively Stones for Jesus #2,
Church of Christ Carol City,	Living Word Ministries,
Church of Christ of the Apostolic Faith,	Magnolia Park Church of Christ,
Church of God By Faith,	Maranatha Seventh Day Adventist Church,
Church of God North Dade,	Memorial Temple MB Church,
Church of God Prophecy,	Miami Gardens Church of Christ,
Church of Prophecy,	Miami New Life Church,
Church of The Al. & Om House of Prayer,	Ministerio International Macedoniam, Inc.,
Church of the First Born,	Monument of Faith Ministries,
Church Of the Transfiguration,	Mt. Hermon AME Church,
Comunidad De Fe,	Mt. Hope Fellowship Baptist,
Cooper Temple Church of God In Christ,	Myrtle Grove Presbyterian Church
Cosmopolitan Baptist Church,	New Beginning MB Church,
Delivering Team Faith Ministries,	New Bethel Temple Church,
Faith Redemption Ministry,	New Generation Missionary Baptist Church,
Faith Temple Community Church of Jesus,	New Life Family Worship Center,
Faith Truth & Deliverance Ministries Inc.,	New Life Fellowship Center Ministries International,
First Baptist Church of Bunche Park,	New Life Holy Ghost Dorain Inc.,
Freewill Christian Center,	New Life Missionary Baptist Church,
French Speaking Congregation,	<b>New Way Fellowship Praise &amp; Worship</b>
Genuine Love Ministries Inc.,	Noble Jerome Ministries Inc.,
God Total Word Ministries,	Norland SDA,
Grace Bible Way	North Dade Church of Christ,
Grace Church Ministry,	<b>North Dade Community Church,</b>
Grace United Community Church Inc.,	Oasis of Love Deliverance Ministries Inc.,
Greater Love Missionary Baptist Church,	Our Father House of Prayer Ministries,
Greater New Bethel Baptist Church,	Our Lady of Mount Carmel Spiritual Life Center,
Greater Peace Missionary Baptist Church	Panorama Christian Center,
Hallelujah Church of the Christian & Mission	Parkway Baptist Church & Wee Care Center,
Harvest Time Church of Jesus Christ	Pentecostal Tabernacle,
Prince of Peace Movravian Church,	Sunny Isles Christian Church,
Project Touch Fountain of Life,	The Church of The Kingdom of God,
Rose of Sharon Ministries Inc.,	Tree of Life Ministries & Christian Center,
S A Cousin Study Hall,	Trinity Church
Second Chance Missionary Baptist Church,	Triumph The Church of Kingdom of God
<b>Sierra Norwood Calvary Baptist Church,</b>	United Christian Fellowship Outreach Inc.,

<b>Faith Based Organizations Cont'd</b>	
St. Monica's Catholic Church,	Unity Light of The World Church,
St. Paul Baptist Church,	Universal Truth Center For Better Living,
St. Phillips Church,	
St. Stephens AME Church,	
St. Timothy Lutheran Church,	
<b>Business Community</b>	
<b>Beacon Council</b>	<b>Miami-Dade Office of Community and Economic Development</b>
Miami Gardens Chamber of Commerce	<b>Miami Gardens Jaycees</b>
<b>Other Service Providers</b>	
<b>Miami Dade Homeless Coalition</b>	Miami Dade Children's Trust
Miami Dade Public Health Trust	Archdiocese of Miami
Area Agency on Aging	<b>Miami Dade Housing Agency</b>

*Bold indicates that the Association participated in the process*

## Consultations

### ***Master Plan Public Opinion Research***

This five-year Consolidated Plan is grounded in part on the extensive public participation that was conducted in support of the 2005 Comprehensive Development Master Plan process. As a part of this process to develop a consensus vision for the newly formed City of Miami Gardens, the City utilized a representative group of citizens and community leaders, including the Mayor and City Council, residents, business owners, and representatives of key organizations and agencies. Each participant filled out a "baseline" questionnaire and then was interviewed for their best ideas. During the 2005 visioning sessions the residents were asked to engage in constructive and pragmatic discussions of the overall "quality of life" issues in the City. The residents then assigned a rating of High, Medium, or Low for each issue.

Due to budgetary constraints, the City has chosen to address only those items that the community identified as high priority during the 2005 Visioning process.

The following issues received overall high rating:

- 1) Develop of state of the art recreational facilities and services
- 2) Redevelop blighted commercial and residential areas
- 3) Improve maintenance of storm water facilities
- 4) Develop economic development programs
- 5) Create programs and services for elderly residents

While the above-mentioned visioning process is representative of the citywide public opinion, the City wanted to ensure that particular attention was given to community opinion as it relates to the HUD Goals. In order to obtain public opinion, the City of Miami Gardens partnered with the South Florida Regional Planning Council's Institute for Community Collaboration to moderate four focus groups to discuss the goals and objectives set forth by HUD and how the City would implement those goals in the community. The four groups were: (1) homeowners association presidents; (2) local clergy; (3) economic development professionals; and (4) housing advocates (including homeless groups).

Each focus group was briefed on the HUD Consolidated Plan process and the resources that will be available to the City for the fiscal year beginning in October 2006. The agenda for each stakeholder group was the same. Participants were asked to discuss how each of the HUD goals related to specific issues in the community, to provide a sense of priority for each issue, and to consider how they might use the \$1.4 million allocation. The results of each group discussion are summarized below.

### *Input from the Stakeholders*

#### **Homeowners Associations**

##### Safety Concerns

- Crime, particularly juveniles between 10 and 18
- Lack of streetlights, particularly in cul-de-sacs
- Cut through traffic from Dolphin Stadium; need to limit access to 27<sup>th</sup> Court or install traffic calming
- Speeding in school zones, need better signage (especially 207<sup>th</sup>)
- Stray animals
- Drainage problems

##### Access Issues

- Neighborhood streets need paving
- Need transportation for the elderly
- Need to recognize that there are a number of grandparents raising children who may need help with transportation
- There is a gap in the Metro service – east of 27<sup>th</sup>/207<sup>th</sup> back to the Turnpike
- NW 22<sup>nd</sup> Ave / 151 – 155<sup>th</sup> Streets -- no bus routes to SR 9
- Consider starting a community circulator

##### Revitalization Issues

- Landscaping is needed to help improve neighborhoods
- Need to upgrade businesses (Buildings)
- Need a program to assist with housing rehab; many homes are owned by older people who need assistance
- Education needed about how to budget, manage finances to buy a home, how to maintain a home, how homeowners associations and neighborhood associations work, how to manage credit
- Need education about tenant rights
- Obsolete homeowners associations a problem – long-deferred maintenance to private infrastructure, absentee owners, no management, not collecting dues
- Need to catalogue the homeowners associations and work with those that need to be restarted

##### Housing Affordability

- Don't create concentrations of poverty
- Affordability is no longer just the cost of getting into a house, rising cost of taxes and insurance are becoming a big problem too
- City should inspect rental properties for code violations, proper registration and licensing
- Concern about homestead exemption fraud among absentee owners
- Compared with the rest of the County, homelessness is not an acute problem in Miami Gardens at this time

#### Communications

- Communicating with neighborhoods can be a challenge; use newsletters, inserts in power or water bills,
- Need to develop alternatives for those who don't read or watch traditional sources of information

#### Jobs

- Too many hourly-wage jobs
- Seniors are returning to the work force in order to survive
- Need workforce training for youths – include basic skills like how to dress for an interview, how to interview, how to write a resume, basic job skills,
- Demographic change is coming, concern with assimilation, language skills
- Need to partner with schools to teach civics, how to participate in the community, the responsibilities of citizenship
- Pursue partnerships with St. Thomas and FL Memorial/tech schools
- Need to develop businesses that can provide better jobs with benefits, better wages
- Businesses should be strongly encouraged to hire locally first

#### **Faith-Based Organizations**

- Housing affordability continues to be a problem
- Rising taxes and insurance
- Supportive housing for the elderly needed
- As interest rates rise, the cost of ARM and other variable rate financing products is rising quickly making these increasingly unaffordable, particularly for those living from paycheck to paycheck
- Need to educate community about financial choices, how to handle debt, how to manage budgets
- Strong concern about violence in schools, gangs, and the availability of guns
- Economic development is important, particularly workforce education, and small business development
- Need to rehab outdated commercial areas, in particular, need better located grocery stores
- Need to develop business opportunities that keep capital in the community longer, many businesses are owned and operated by those living outside of the community, so money spent there immediately leaves
- In addition to workforce education for all ages, adult literacy and GED programs are needed.
- Need to proactively deal with changing demographics
- City should explore charter schools, particularly for elementary grades - study the Pembroke Pines example

#### **Housing Advocates**

- While there is little visible homelessness in the City, there are families living on the edge of homelessness
- Housing costs are high, but relatively lower compared to other parts of the County
- Need to deal with hurricane damage that has not been repaired due to the cost; consider matching dollars to FEMA mitigation programs to help strengthen homes
- Need to have a plan to deal with unexpected events
- Work with the Miami Dade Social Services Plan, Alliance for Human Services, other organizations to ensure that programs are not being duplicated unnecessarily

- Supportive housing is needed for the elderly
- Substandard housing is a problem, particularly for the elderly and disabled
- Low-cost rehabilitation loans are useful, but be mindful that much of the damage may not be visible such as termites or carpenter ants or water damage that is only visible once the construction begins
- Before starting a rehab program do a need assessment to determine the nature, location, and extent of the problems
- Consider using the 311 call center to help survey and build a database
- Fraud can be an issue; need to get 3<sup>rd</sup> party verification of information, cross-examine public records, etc.
- Provide homebuyer education on the City's cable channel
- Homeowners Associations can be a concern, particularly where they are obsolete or non-functional. Residents need to understand the responsibilities and powers of an HOA; what is the difference between public and private infrastructure, fiscal responsibility. In some areas, it may be necessary to start the HOA over from scratch.
- Work with developers or provide incentives to encourage development that is consistent with the community's vision.
- Because there are a number of housing programs at all levels of government, the City should develop a strategy for how to use its CDBG money to leverage other dollars. Tie into other programs; don't reinvent the wheel if you don't have to.
- Consider creating one-stop centers away from City Hall

### **Economic Development Practitioners**

- City should focus initial efforts on existing commercial corridors such as 183<sup>rd</sup>, 441, and 27<sup>th</sup>
- Need façade improvements
- Need code enforcement, but owners should be educated about the code and the City should be willing to work with them
- In the near term, focus on physical improvements to build on existing positive elements such as the industrial park, existing commercial corridors
- Need a long-term economic development plan that identifies Miami Gardens best target markets and strategies to reach them
- Fix the infrastructure first
- When the City begins to market, do it professionally and design a coordinated campaign
- Workforce development is needed, both for those entering the work force and for those at mid-career
- Focus on what will provide the best "bang for the buck" and what will leverage the dollars
- Need to engage the business community with the school system to press for higher standards; consider an "adopt a classroom" program where local businesses could participate.

### ***Allocating Resources***

Each group participating in the visioning process was asked to recommend priorities based on the anticipated funding of for \$1.4 million dollars. The combined results are as follows:

Table I- 7: Focus Group Results

<b>City of Miami Gardens HUD Focus Groups Combined Results from May 22 &amp; 23, 2006</b>				
<b>Stakeholder Categories</b>	<b>Faith-Based</b>	<b>HOA</b>	<b>Housing Advocates</b>	<b>Economic Development</b>
<b>HUD Goals</b>				
<i><b>Decent Housing</b></i>				
Homelessness				
Affordable Housing	\$500,000	\$250,000	\$250,000	
Housing Rehabilitation	\$100,000	\$250,000	\$500,000	\$480,000
Supportive Housing	\$100,000			
<b>Subtotal</b>	<b>\$700,000</b>	<b>\$500,000</b>	<b>\$750,000</b>	<b>\$480,000</b>
<i><b>Neighborhood Issues</b></i>				
Safety and Livability	\$100,000	\$278,000	\$150,000	\$300,000
Access to public & private services	\$50,000	\$150,000	\$100,000	\$150,000
Revitalization	\$50,000	\$300,000	\$200,000	\$300,000
<b>Subtotal</b>	<b>\$200,000</b>	<b>\$728,000</b>	<b>\$450,000</b>	<b>\$750,000</b>
<i><b>Economic Development</b></i>				
Job creation / retention	\$50,000			\$120,000
Expansion of small businesses	\$50,000		\$200,000	
Empowerment & self-sufficiency	\$400,000	\$172,000		\$50,000
<b>Subtotal</b>	<b>\$500,000</b>	<b>\$172,000</b>	<b>\$200,000</b>	<b>\$170,000</b>
<b>Totals</b>	<b>\$1,400,000</b>	<b>\$1,400,000</b>	<b>\$1,400,000</b>	<b>\$1,400,000</b>



## **Citizen Participation**

### **(91.200 (b))**

1. Provide a summary of the citizen participation process.
2. Provide a summary of citizen comments or views on the plan.
3. Provide a summary of efforts made to broaden public participation in the development of the consolidated plan, including outreach to minorities and non-English speaking persons, as well as persons with disabilities.
4. Provide a written explanation of comments not accepted and the reasons why these comments were not accepted.

\*Please note that Citizen Comments and Responses may be included as additional files within the CPMP Tool.

## Citizen Participation

### Citizen Participation Process

As required by the Department of Housing and Urban Development (HUD) Rules and Regulations, the City of Miami Gardens complies with regulation 24 CFR 91.105, Citizen Participation Plan for local governments. The City has adopted a citizen participation plan that sets forth the City's policies and procedures for citizen participation. Citizen and community participation activities undertaken in the process of developing this Five-Year Consolidated Plan have been outlined in the discussion of the plan development process above. This section outlines the adopted citizen participation requirements that were followed as part of the preparation of this Consolidated Plan and Annual Action Plan and will continue to be used for any future amendments to these documents.

### Encouragement of Citizen Participation

The City of Miami Gardens has and will continue to enable citizens of the City to participate in the development of its Consolidated Plan, Annual Action Plan, and any substantial amendments to the Consolidated Plan and required Consolidated Annual Performance and Evaluation Report (CAPER). The City will encourage participation by low and moderate-income persons, particularly those living in slum and blighted areas of the City, as defined by HUD, and in areas where CDBG funds are proposed to be used.

**Table I- 8: Low and Moderate Income Neighborhoods**

Area name	Census Tracts
Rainbow Park	000403-(1)(6), 000402-(2), 000501-(3)(1)
*Bunche Park	000403-(5), 000402-(3)(4)
Lake Lucerne	009904-(1), 00904-(9)
Brentwood & Vicinity	010002-(1)
Myrtle Grove & Vicinity	009400-(4)
LeJeune Gardens & Vicinity	010006-(1)
Kings Gardens	010010-(2)
Cloverleaf Estates & Vicinity	009501-(9)
Eagles Landing/Leslie Estates	010002-(2)
Unidentified	009600-(2), 009902-(3)

*\*indicates neighborhood with greater than 70% low-mod income*

In addition, City has taken the necessary steps to encourage the participation of all its citizens, including minorities and non-English speaking persons, as well as persons with disabilities. The City offers translation services for any public meeting or public hearing, if the request for such services is requested four days in advance of the meeting. In addition, all meetings have been conducted in areas that are accessible to persons with disabilities.

The City has and will continue to encourage the tenants of the Miami Dade Housing Agency to participate in the process of developing and implementing the City's Consolidated Plan and Annual Action Plan, along with other low income residents of targeted revitalization areas in which the developments are located. The City will continue to provide information to these residents about the consolidated plan activities so that the local housing authorities can make this information available at their facilities.

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***Citizen Participation Plan Requirements*****Citizen Input:**

The City, on an annual basis, will make available to citizens, public agencies, and other interested parties, information that includes: the amount of assistance the City expects to receive, including specific grant funds; available unspent prior years funds; and related program income. The City will also disclose the range of activities that may be undertaken, including the estimated amount that will benefit persons of low and moderate income.

**Notification Regarding Draft Plan Availability:**

A notification will be advertised a minimum of two (2) times in a local newspaper of general circulation to inform the public that a draft Consolidated Plan, or draft annual Action Plan is available for review and subject to public comment. The notification will provide a summary of the proposed Consolidated Plan, or Annual Action Plan, and describe the contents and purpose of the particular plan. The notice will also be posted on the City's home page ([www.miamigardens-fl.gov](http://www.miamigardens-fl.gov)) and on bulletin boards at the locations listed below. The public notice will state that copies of the particular Plan will be available for review on the City's website and at the following locations for (30) thirty days:

**City of Miami Gardens City Hall**

1515 NW 167 Street, Building 5, Suite 200  
Miami Gardens, FL 33169

**North Dade Regional Library**

2455 NW 183rd Street  
Miami Gardens, FL 33056  
Tel. 305 625-6424

**Parks and Recreation Department**

Cloverleaf Park  
303 NW 178 Street  
Miami Gardens, FL 33169

**Citizen Response Time Frame:**

The City will make the Plan public, and upon request, in a format accessible to persons with disabilities. The City will provide the citizens a reasonable opportunity to comment on the Plan, and on any amendments to the Plan as defined by this Citizen Participation Plan. The City will consider any comments or views of citizens received in writing or orally, at any of the public hearings, or during the 30-day public review, and will address those comments in the preparation of the final consolidated plan or annual action plan. The City will include any written or oral comments in the final Consolidated Plan or Annual Action Plan submitted to HUD. The City will also post the draft plan and final plan on the City's website ([www.miamigardens-fl.gov](http://www.miamigardens-fl.gov)). Hard copies will also be available upon request.

**Amendments to the Consolidated Plan and Action Plan:**

The City will amend its approved plan whenever it makes one of the following decisions:

- 1) To make a change in a goal, priority, or activity of the Consolidated Plan; or

- 2) To carry out an activity, using funds from any program covered by the Consolidated Plan (including program income), not previously covered in the Action Plan; or
- 3) To change the purpose, scope, location, or beneficiaries of an activity included in the annual action plan.

Each amendment must be authorized by the City Manager or his designee, and submitted to HUD. All amendments will also be made public by posting at the City Hall, and on the City of Miami Gardens's website ([www.miamigardens-fl.gov](http://www.miamigardens-fl.gov)). Amendments involving at least \$50,000 will also be advertised in the local newspaper. The amendment may be implemented immediately after submitting it to HUD and making it public.

A substantial amendment to the Consolidated Plan or annual Action Plan is defined by the City as a transfer between two or more Plan activities that is greater than 20% of the CDBG program funds. Substantial amendments to the Plan will need to be presented to the City of Miami Gardens City Council for their review and approval. The public will also be notified by advertising the amendment in the local newspaper. The advertising of the substantial amendment will begin a thirty (30) day citizen review and comment period. The City will consider any comments or views of citizens received in writing or orally during the comment period. Public comments will be submitted to HUD, and made available at City Hall, the North Dade Regional Library, and the Parks and Recreation Department. The City Manager will submit a letter to HUD authorizing the amendment after the thirty-day comment period and will implement the amendment at that time.

#### **Performance Report:**

At the end of each program year, a Comprehensive Annual Performance and Evaluation Report (CAPER) must be submitted to HUD. The CAPER gives an actual account of the activities that occurred during the previous program year, and how the City maintained and expended the funds outlined in the annual Action Plan for that program year.

Upon completion of the CAPER, and at least fifteen (15) days prior to its submission to HUD, the City will make the report available to the general public for a fifteen (15) day public review and comment period. Any comments received from the general public will be included in CAPER submitted to HUD.

The City will hold two public hearings to adopt the CAPER. The hearings shall be advertised in a newspaper of general circulation throughout the area(s) eligible to receive funds under the programs advertised, and shall be advertised at least one week in advance, and on two (2) occasions prior, to the public review period. Each public hearing notice must include the availability of an interpreter if a significant number of non-English speaking or hearing-impaired persons are expected to participate at the hearing. It will be the responsibility of the residents to notify the City at least four (4) days in advance of the hearing if interpreter services are needed. Each public hearing notice will indicate this policy and provide a telephone number to contact the City. The notice and the draft CAPER will also be made available to the public via the City's website ([www.miamigardens-fl.gov](http://www.miamigardens-fl.gov)) at least two weeks prior to the hearing date.

The City will consider any comments or views of citizens received in writing, or orally at the public hearings. The second hearing will be held in tandem with the publication of the draft Annual Action Plan, this hearing will begin the required 30-day HUD review and comment period for the Annual Action Plan.

#### **Access To Records:**

The City will provide citizens, public agencies and other interested parties access to information and records relating to the City's Consolidated Plan and the City's use of funds for the CDBG funds. Citizens will be able to download program information, action plans, and the consolidated

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plan documents from the City's website. In addition, citizens will be able to request hard copies or to meet with City staff to go over the records.

**Technical Assistance:**

The Community Development Department will provide technical assistance to groups representative of persons of low and moderate-income that request such assistance in developing proposals for funding assistance under any of the federal or state programs covered by the Consolidated Plan. The level and type of assistance will be determined by the Community Development Department, but shall not include the provision of funds to any person, group, or agency.

**Complaints:**

Citizens with complaints related to the Consolidated Plan, amendments, and the Annual Performance Report must submit the complaint in writing to:

City of Miami Gardens Community Development Department  
1515 NW 167th Street, Building 5, Suite 200  
Miami Gardens, FL 33169  
Attention: Director

If the complaint is given orally, the person initiating the complaint must schedule a meeting with the Community Development Department Director at the above-mentioned address and a formal complaint letter will be transcribed. The person must sign the letter and submit an address for response. Upon receipt of the written complaint, the Community Development Department staff will respond to the complaint in writing within fifteen working days. A meeting to discuss the complaint must be scheduled by the person initiating the complaint.

**Use of the Citizen Participation Plan:**

The requirements for citizen participation do not restrict the responsibility or authority of the jurisdiction in the development and execution of the City's Consolidated Plan.

**Anti-Displacement and Relocation Plan:**

The City of Miami Gardens has as a goal, the non-displacement of any person(s) currently residing in standard housing (housing that does or will meet the HUD Housing Quality Standards with minimal improvements). However, the City also has a goal to not allow any person(s) to reside in dangerous and/or substandard housing. When the health and safety of any person is threatened due to the condition of their current housing, the City, when notified of the condition, will attempt to assist the property owner in bringing the housing up to Housing Quality Standards, remove such substandard housing, or recommend temporary or permanent displacement of the person(s) residing therein.

If the City provides, or proposes to provide, any CDBG or other HUD-funded assistance to acquire, demolish, bring any existing housing units up to the minimum local health and building code requirements, or any action results in the direct permanent displacement of any legal resident(s), it will comply with the procedures, and provide the benefits, outlined in the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (42 U.S.C. 4601), as amended; the implementing regulations issued by the Department of Transportation at 49 CFR 24; and Section 104(d) of the Housing and Community Development Act of 1974 [42 U.S.C. 5304(d)].

Prior to any action that will result in the displacement of any existing resident(s) of existing housing unit(s), the City will notify all affected residents of the intended displacement action, and the extent of the benefits that will be available to each impacted person as outlined in 42 U.S.C. 4601 and 5304(d), and 49 CFR 24.

### **Summary of Citizen Comments**

In collaboration with the South Florida Regional Planning Council, Institute for Community Collaboration, the City of Miami Gardens held two public hearings to obtain citizen input on the draft 5 year consolidated plan as well as the 2006 Action Plan. The public hearings were held at City Hall. The agenda for each public hearing was the same: a brief presentation by City Staff followed by questions, answers, and comments from citizens.

Each group was briefed by Community Development Department staff, on the City's Draft HUD 5-Year Consolidated Plan and the 2006 Action Plan for the resources that will be available to the City for the fiscal year beginning in October 2006. Following the presentation, the public was invited to ask staff questions and provide comment.

What follows is a transcription of the questions, answers, and comments received at each hearing. Questions and Comments from the public are shown in **bold text**; responses from City Staff are shown in *italics* and indented.

### **Public Input from the 2:00 p.m. Public Hearing**

#### **Where is job placement in this process?**

*Those services would be provided under Youth and Senior Program Support.*

#### **Jobs are critical to the City's health and success, funding for job placement is very limited. City should work with existing service providers.**

*Since resources are so limited, the City intends to work with eligible service providers.*

#### **What is the Livable Neighborhood Program? What will be funded under that?**

*This program is intended to cover needed physical improvements to neighborhood infrastructure such as streets, lighting, drainage, sidewalks, etc.*

#### **What is housing rehab for seniors? Grants or Loans?**

*The program may have both grants and deferred loan options. The likely types of improvements would be those that deal with life safety, code enforcement, weatherization, and energy improvements.*

#### **Will Program Administration be a new office?**

*Yes the new Community Development Department will be responsible for these programs.*

#### **Will the Section 8 program be operated by the City now?**

*No, that program will continue to be operated by the County*

#### **How will the dollars be distributed in the Livable Neighborhoods program?**

*The details haven't been settled yet, but the City would like to make a visible impact with these funds, so activity may be concentrated in the eligible target areas rather than spread thinly across the City.*

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**Who were the Economic Development professionals that participated in the focus group?**

*Representatives from the Beacon Council, North Dade Chamber of Commerce, Jaycees, and local business owners*

**Will the Homeownership Assistance include first time buyers?**

*Assistance for first time homebuyers will be included. These programs use income to determine eligibility.*

**What did you mean by a “deferred loan program”?**

*An example would be if a homeowner was loaned \$10,000 for home improvements. Once those improvements were complete, if the house was sold before an agreed-upon period of time, the loan would have to be repaid. However, if the homeowner remained in the home for longer than that agreed-upon period of time, the loan could be partially or even totally forgiven. Again, the details are not settled yet, this is just an example of how something like that could work.*

**Will these be new programs?**

*Yes, in the sense that the City has never had a Community Development Department or these kinds of programs before. However, the City plans to work with existing successful programs that are eligible to receive these kinds of funds instead of starting everything from scratch.*

**How will Homeowners Associations qualify for funding? Who makes the decision about which groups to fund?**

*City staff will make recommendations to the City Council. The Council will make funding decisions. That will be done after public meetings.*

**What data were the statistics based on? Is it too old?**

*HUD requires that US Census data be used, so these are based on data from the 2000 Census. However, HUD allows applicants to augment their proposal with certain approved data sources that are newer; the City did that where it was possible.*

**Are faith-based organizations eligible for funding?**

*Ye, other nonprofits may be eligible too. The City intends to partner with existing organizations when possible.*

**Will the City's money in Youth and Senior Program Support be used at the recreation center at 199<sup>th</sup> and 32<sup>nd</sup>?**

*No, that is a County project using County funds.*

**What about neighborhood lighting programs? Who would be eligible? Some HOAs have tried to go through the County's special lighting district program but haven't been able to qualify. How could HOAs get help with this?**

*We're not sure, but will look into the possibilities.*

**Having an afternoon public hearing and an evening public hearing is very good.**

**What about other neighborhoods not located in the target areas?**

*The funds can be used city-wide, but HUD requires that they be used for the benefit of low / mod income residents. Since the City didn't get a large allocation and there are 12 neighborhoods that meet the income tests, the focus will likely be on those this year.*

**Some existing housing rehab programs are grants, not loans. Please consider that option as well for everyone, not just seniors.**

**We need a program for those who are on fixed incomes that may not qualify for the low / mod income levels.**

**Who will monitor the projects?**

*The new Community Development Department will be responsible for administering and monitoring the projects. The City will only get these CDBG funds, but is working to become eligible for other Federal sources of funding.*

**The community should support those projects that are chosen, talk them up, and work for their success. The neighborhoods need to stick together. HOAs will have a big role in getting the word out.**

*This process will have a lot of citizen participation; this is just the beginning. For example, there will be public meetings in the fall when the program details are worked out, so you will have a number of chances to comment.*

**Visuals and graphics would be helpful.**

**The 55+ Star Lakes condominium development is barely beginning to recover from Hurricane Wilma; will there be money to help seniors repair and recover from storms?**

*Star Lakes is not within the City limits, so no City resources would be available; however, speak to staff afterwards and we'll give you the name of someone to contact at the County.*

### **Public Input from the 7:00 p.m. Public Hearing**

**What is meant by "blight" in Miami Gardens? How is it defined? Most members of the community do not want to be labeled as living in blighted neighborhoods. Concerned with the negative impacts of that label**

*The HUD program is structured around income levels, so it doesn't require that a neighborhood be found to be "blighted". While there are specific legal meanings for "blight", it's usually thought of as places with significant code enforcement, life safety, and /or physical infrastructure needs.*

**In the area of 32<sup>nd</sup> and 100<sup>th</sup> – the street needs attention. The County has done a poor job of resurfacing the road and it needs to be corrected; we are particularly concerned about drainage issues, sinkholes and the impacts on safety. The City hasn't been responsive and it hasn't been corrected. First called the City on March 16**

*The City is aware of the problems with the County resurfacing project there and in other locations and is trying to get the County to fix the problems. Please give your contact information to Staff and they will follow up with you on the details.*

**Can you provide any details about the Housing Rehab program?**

*The funds will be awarded to rehab individual homes, but the details have not been defined yet.*

**Please be sure that the visuals / graphics that get sent to HUD focus on residential areas, particularly the census tract that has both residential and the race track.**

*Since the Census tracts can't be partially included, Staff will annotate the map to make it clear that the funds are to be used for residential properties, not the race track.*

**What about supportive housing?**

*At this time the City is not recommending lots of supportive housing because of the small allocation for FY 06-07. In the future, the City will consider that issue though.*

**There are lots of local programs trying to help with these issues, please support them.**

*The City intends to work with existing eligible organizations.*

**When the money is spent and the improvements done, will there be follow up training on how residents should maintain the improvements?**

*Yes, homeowner and neighborhood education on maintenance and other issues will be important.*

**Landscaping – trees are being planted in bad locations where they will obstruct views at intersections and may interfere in the power lines.**

*Yes, the City will work to see that the right plants get planted in the right place.*

**What is the timing for the funding?**

*The City has been allocated \$1.4 million for fiscal year 2006-07 which runs from October 1, 2006 to September 30, 2007. The money must be spent in that time.*

**Will the City be planning for green space, natural areas for birds, etc, or open space?**

*Some yes, but that is also a goal in the City's Comprehensive Development Master Plan (CDMP) and significant dollars have already been allocated for parks improvements.*

**We are concerned about the poor maintenance of properties – problems with junked cars, litter, trash, etc. It's important that residents take pride in their property and neighborhood. What is the City doing about this?**

*The City has begun an aggressive code enforcement program and is fining people for code violations. It's also important that individuals take responsibility and neighborhoods look out for problems.*

**Will first time homebuyers programs be a part of this?**

*Yes, eligibility would depend on income, but the funds could be used city-wide. The details have yet to be decided.*

**Trees and Landscaping – can the City help educate and encourage homeowners to trim existing trees and vegetation appropriately for hurricane season to prevent damage?**

*Yes, that goes back to the right plant in the right place and storm-worthiness will be one of the things considered when landscaping is planned.*

**Safety issue – on 181<sup>st</sup> the high tension power lines are too slack, so in higher winds they touch each other and the power goes out in the neighborhood. When they touch it sounds like an explosion. FPL has not been responsive, can the City help?**

*Yes, after the meeting, please give us your contact information and we'll follow up.*

*At this point there were no more comments from the public. City staff announced that there would be CERT (Citizen Emergency Response Training) program training held this weekend to train citizens to correctly respond in emergencies such as hurricanes.*

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### Efforts to Broaden Participation

The components of the citizen participation plan discussed above have been designed with the explicit intention of accommodating and encouraging participation by low and moderate income residents, residents of low and moderate income neighborhoods, members of minority groups, persons with limited English skills, and persons with disabilities.

The City's Comprehensive Development Master Plan process began the effort to gain widespread public participation in the Consolidated Plan process. The City held a series of 20 town hall meetings during 2005 to obtain citizen input on issues such as: recreation and open space, housing, transportation, infrastructure, and redevelopment. Citizen input from these meetings, the Community Visioning process, as well as the City's strategic planning process, has played a primary role in the development of this Consolidated Plan.

Finally, plan development consultations included specific targeted outreach to service providers, homeowners associations, faith based organizations, and the business community. These consultations necessarily involved the active participation of members of minority groups, low and moderate-income individuals, persons with limited English skills, and individuals with disabilities.

### Comments Not Accepted

The City of Miami Gardens did not accept the following comments:

**City should give first priority to City employees who own a home in the city or who are interested in purchasing a home in the city for any waiting list.**

*Thank you for your comments regarding the HUD Consolidated Plan. While City employees will not be blocked from applying for a benefit through the HUD program, "priority status" will not be given to internal staff as the main purpose of this program is to benefit low income residents in the community. An employee who meets the income guidelines and is a resident of the city/potential homebuyer in the city will have equal access to the application process. Qualification for federal entitlement programs are solely based on income, therefore the City can only state that priority will be given to those residents that fall within the HUD mandated income ranges.*



## **Institutional Structure**

### **(91.215 (i))**

1. Explain the institutional structure through which the jurisdiction will carry out its consolidated plan, including private industry, non-profit organizations, and public institutions.
2. Assess the strengths and gaps in the delivery system.
3. Assess the strengths and gaps in the delivery system for public housing, including a description of the organizational relationship between the jurisdiction and the public housing agency, including the appointing authority for the commissioners or board of housing agency, relationship regarding hiring, contracting and procurement; provision of services funded by the jurisdiction; review by the jurisdiction of proposed capital improvements as well as proposed development, demolition or disposition of public housing developments.

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## Institutional Structure

### Structure for Delivery of Service

The City of Miami Gardens Community Development Department is the lead administrative agency for the Consolidated Plan programs. The Department provides fiscal and regulatory oversight of all CDBG funding, as well as other Federal and State grants for housing, economic, and community development.

The City of Miami Gardens City Council acts as the final authority for the appropriation of funds for Annual Action Plan activities under the Consolidated Plan grant programs, following the recommendations of the City Manager. Within each of the priority funding areas, activities are completed and managed by a diverse team of public, private, not-for-profit, and institutional partners. The lists below identify some of the principal partners for each priority funding area.

#### *Decent Housing*

- Miami Dade Housing Agency
- City of Miami Community Development Department
- City of Miami Beach Housing Authority
- City of Hialeah Housing Authority
- City of Miami Gardens Building Services Division
- City of Miami Gardens Code Enforcement Division
- City of Miami Gardens Community Development Department

#### *Suitable Living Environment*

- City of Miami Gardens Public Works Department
- City of Miami Gardens Parks and Recreation Department
- Miami Dade Police Department
- City of Miami Gardens Building Services Division
- City of Miami Gardens Code Enforcement Division
- City of Miami Gardens Community Development Department
- Homeowners Associations (See Table I-6)
- Faith Based Organizations (See Table I-6)

#### *Expanded Economic Opportunities*

- Beacon Council
- City of Miami Gardens Chamber of Commerce
- Miami Dade Office of Community and Economic Development

### Consolidated Plan Delivery System

As a new municipality, the City of Miami Gardens will strive to use the Community Development Block Grant program to create successful partnerships among public and private sector entities. The delivery system for the Consolidated Plan programs is no exception. Communication and cooperation between the City of Miami Gardens Community Development Department and the partner agencies and organizations that administer activities will be strong.

The City anticipates that the single most significant impediment in the delivery system will be the lack of available funding to support community development, economic development, and affordable housing projects. At this time the City is only eligible for CDBG funding, thereby severely limiting the City's ability to offer programs to address Housing and Economic Development concerns throughout the City.

Other potential gaps in the delivery system include the duplication of services among multiple not-for-profit agencies providing public services and the comparatively small number of experienced community development corporations involved in the production of affordable housing and public facilities. The Community Development Department will attempt to address these gaps in the coming years by strongly encouraging partnerships among public service providers, by aggressively promoting the creation and designation of Community Housing Development Organizations, and by providing support and training to help these groups become more established and successful.

### **Public Housing Delivery System**

The Miami-Dade Housing Agency (MDHA) is the primary agency that provides public housing services within the City of Miami Gardens. The MDHA functions under the direction of the Miami-Dade County Board of County Commissioners, and is staffed by County employees. This agency provides services countywide and within the City of Miami Gardens in particular. The MDHA functions as a unit of County government. The City of Miami Gardens does not have the power to appoint members to the "board", hire staff, procure services, or direct capital projects.

#### ***MDHA Purpose***

It is the purpose of the Miami Dade Housing Agency to manage, maintain and improve over 10,000 units of County-owned, federally subsidized and mixed use housing; facilitate provision of supportive services and programs to improve the quality of life and general environment of public housing residents; coordinate contracting for over 17,000 units of privately-owned low- and moderate-income housing, ensuring safe, decent housing; provide mortgages to low- to moderate-income working families for homeownership and loans to developers for building affordable housing; develop in-infill properties for low- to moderate-income families homeownership.

#### ***MDHA Structure***

The Miami Dade Housing Agency Provides a variety of affordable housing through programs supported through the administrations of the HUD Public Housing program in Miami Dade County. The Public Housing Division of the Miami Dade Housing Agency has as its primary administrative function the Public Housing program. MDHA is the ninth largest public housing agency in the nation. It provides federal subsidies for 186 units in the City of Miami Gardens and over 10,000 units countywide of public and other assisted housing. MDHA manages and maintains 18,000 vouchers and other subsidies for private housing for low- and moderate-income residents of the County; it offers limited supportive services and programs to improve the quality of life and general environment of public housing residents; and coordinates most of the County's affordable housing programs, including the infill housing initiative.

The types of public/assisted housing structures range from single family homes scattered throughout several residential communities, duplexes, town homes, multi family structures, and mid and high rise structures that are supported by complex building support systems, including but not limited to emergency generators, elevators, heating systems for water and air, domestic water pumps, life safety and other emergency support devices.



## **Monitoring (91.230)**

1. Describe the standards and procedures the jurisdiction will use to monitor its housing and community development projects and ensure long-term compliance with program requirements and comprehensive planning requirements.

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## Monitoring

The City of Miami Gardens Community Development Department shall conduct a quarterly on-site monitoring visit for each sub-recipient during the program year. New sub-recipients may be visited more frequently in order to assist with questions and check on program progress. A monitoring schedule will be prepared and the sub-recipient visits will be prioritized by determining if any organizations are considered high risk; i.e., new to the CDBG program—first year as a sub-recipient; high staff turnover—especially in key positions; carrying out high-risk activities, such as economic development and/or multiple CDBG activities for the first time.

First, the assigned monitor contacts the agency to explain the purpose of monitoring and schedules a date and time for the on-site visit. Once this is completed, a confirmation letter is sent before the scheduled visit to confirm all aspects of the monitoring and to explain what can be expected. In preparation for the monitoring visit, the monitor will review all written data on file for the sub-recipient, such as application for CDBG funding, written agreement and amendments, monthly reporting requirements, documentation of previous monitoring, and copies of audits.

During the actual visit, a thorough review of the sub-recipient's files ensures they comply with all regulations governing their administrative, financial and programmatic operations and that they are achieving their performance objectives within schedule and budget. A clear written record of the on-site visit is kept by using one or more of the City's monitoring checklists. The assigned monitor will fill out the form during the visit.

At the end of the visit, the monitor concludes the visit by reviewing the tentative conclusions from the monitoring. At this point, there will be a clear understanding between the monitor and sub-recipient of the areas of disagreement and agreement regarding the monitoring results. Once the on-site visit is completed, the monitor prepares a formal written letter describing the results of the visit, providing recognition of the sub-recipient's strengths and weaknesses. A copy of this letter should be kept on file with the sub-recipient's grant agreement and monthly reports.

If the sub-recipient is experiencing problems or is failing to comply with regulations, these issues will be specifically outlined in the monitoring follow-up letter, along with recommendations or requirements to address and rectify the problems. If a concern or finding is issued for noncompliance with Federal rules and regulations, the monitoring follow-up letter will provide recommendations on how the situation can be remedied, but no additional action is required. When a finding is issued, the monitoring follow-up letter will identify a deadline for when the specific issues must be corrected. The monitor will then follow-up with the organization to make sure the corrections have been made.

For situations in which the recommended corrections have not been made, the organization will be placed on a probationary period, which must be approved by the Community Development Director, until the issues have been rectified and the sub-recipient is once again in compliance with Federal regulations and the grant agreement.



## **Priority Needs Analysis and Strategies (91.215 (a))**

1. Describe the basis for assigning the priority given to each category of priority needs.
2. Identify any obstacles to meeting underserved needs.

## Priority Needs Analysis and Strategies

### Basis for Establishing Priority Needs

Relative priorities and target funding proportions were established through the synthesis of the needs information obtained through the plan development process described earlier in this document. A core component of the public outreach in preparing this plan was to prioritize a lengthy list of real needs given the limited amount of funding available through the Consolidated Plan programs. Table I-5 shows the priorities established by the community by HUD goal.

### Obstacles to Meeting Underserved Needs

The primary obstacle to meeting all of the identified needs, including those identified as priorities, is the general lack of funding resources available to the public and private agencies who serve the needs of low-income and moderate-income residents. Due to the cycle of natural disasters over the last few years, federal, state, and local government budgets have been highly impacted in order to cover the cost of recovery. The 2004 and 2005 hurricane seasons cost the City of Miami Gardens almost \$1 million dollars (after FEMA reimbursements), which equals 75% of the City's municipal budget reserves. As a result, in the three years since incorporation, the City has not been afforded the opportunity to develop a healthy reserve. These budgetary constraints have forced the City to make difficult decisions regarding the allocation of resources for programs in the community.



## **Lead-based Paint (91.215 (g))**

1. Estimate the number of housing units that contain lead-based paint hazards, as defined in section 1004 of the Residential Lead-Based Paint Hazard Reduction Act of 1992, and are occupied by extremely low-income, low-income, and moderate-income families.
2. Outline actions proposed or being taken to evaluate and reduce lead-based paint hazards and describe how lead based paint hazards will be integrated into housing policies and programs.

## Lead Based Paint

### Prevalence of Lead Based Paint Hazards

#### *Generally*

There are 30,987 housing units in the City of Miami Gardens, 81% of which were built before 1980. The vast majority of the homes in the City were built before the passage of the 1978 Federal law that prohibited lead in paint. The City utilized census data on the age of the housing stock in conjunction with HUD's Technical Guidelines for the Evaluation and Control of Lead Based Paint Hazards in Housing to obtain a more accurate estimate of the percentage of housing stock in the City with lead-based hazard potential. According to the above-mentioned data, approximately 55.6% of the City's housing units are likely to have lead based paint hazards.

**Table I- 9: City of Miami Gardens Housing Units by Age**

Year Structure Built	Number of Units	Percentage of Total
1999–2000	253	0.8
1995–1998	917	3.0
1990–1994	1,223	3.9
1980–1989	3,530	11.4
1970–1979	7,613	24.6
1960–1969	8,176	26.4
1950–1959	7,891	25.4
1940–1949	1,048	3.4
1939 or earlier	336	1.1
<b>Total Units</b>	<b>30,987</b>	<b>100.0</b>

Source: U.S. Bureau of the Census, 2000: SF-3; ILER Planning Group, 12/05

#### *Among Extremely Low, Low, and Moderate-Income Families*

In 2000, 38% of the City of Miami Gardens' households were low and moderate income. Based on the 55.6% estimate of housing units likely to have lead based paint hazards, it could be reasoned that 55.6% of the housing units occupied by low and moderate income families have lead based paint hazards. This number may be even higher, since the low income population may be more likely to live in older housing than people with greater income.

**Table I- 10: Estimated Lead Hazards in Low & Moderate Income Housing**

	Households	Estimated Housing Units with Lead Hazards
Extremely Low Income (<30 % MFI)	3,396	1,888 (30.3%)
Low Income (>30% - <50 %MFI)	2,905	1,615 (25.9%)
Moderate Income (>50 % - < 80% MFI)	4,850	2,730 (43.8%)
<b>SUBTOTAL</b>	<b>11,151</b>	<b>6,233 (100%)</b>
<b>TOTAL HOUSEHOLDS</b>	<b>29,262</b>	

Source: US Bureau of Census; ILER Planning Group 03/05; City of Miami Gardens.

**Integration of Lead Based Paint Evaluation and Reduction in Housing Policies and Programs**

The City of Miami Gardens will use a portion of the CDBG allocation to establish a Housing Rehabilitation Program. As a part of the basic inspection for participation in the Housing Rehabilitation Program, each residence will be tested for lead based paint. Applicants for the Housing Rehabilitation Program found to have lead based paint will receive priority funding status for the cost of remediation.



## **Housing Needs (91.205)**

1. Describe the estimated housing needs projected for the next five year period for the following categories of persons: extremely low-income, low-income, moderate-income, and middle-income families, renters and owners, elderly persons, persons with disabilities, including persons with HIV/AIDS and their families, single persons, large families, public housing residents, families on the public housing and Section 8 tenant-based waiting list, and discuss specific housing problems, including: cost-burden, severe cost-burden, substandard housing, and overcrowding (especially large families).
2. To the extent that any racial or ethnic group has a disproportionately greater need for any income category in comparison to the needs of that category as a whole, the jurisdiction must complete an assessment of that specific need. For this purpose, disproportionately greater need exists when the percentage of persons in a category of need who are members of a particular racial or ethnic group is at least ten percentage points higher than the percentage of persons in the category as a whole.

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## Housing Needs

### Housing Needs, 2006-2011

#### *Methodology*

Tables II-1, II-1a and II-1b (consistent with HUD Housing Needs Table) provide estimates of the housing needs among very low-, low- and moderate-income families in the City of Miami Gardens. The information presented is based on data from the State of the Cities Data System (SOCDS) tables provided by HUD for Census Designated Places (CDP) encompassing the City proper. Due to the fact that the City was not incorporated during the 2000 Census, information from the Census Designated Places maps were overlaid onto the corporate limits of the City to determine which CDPs are entirely within and which are partially within the City. Seven CDPs encompass the City limits, five of which are entirely within the corporate limits, and two CDPs which overlap the corporate limits. The Community Development Department and Iler Planning Group worked to determine the portion (percentage) of the CDP populations that reside in the City. Subsequently, all data in the overlapping CDPs were factored down within the corporate limits so that aggregate numbers (i.e. complete and partial CDPs) match the City's totals in 2000.

#### *Cost Burden*

The tables document many areas where households are facing cost burdens (housing costs which exceed 30% of household income) and severe cost burdens (housing costs which exceed 50% of household income). Many of the households identified as having housing problems that do not face cost burdens are subject to overcrowding or substandard living conditions.

#### **Rental Housing Cost Burden**

As anticipated, residents within the very low-income category are severely impacted by the cost of rental housing in the City of Miami Gardens. The Housing Needs Tables indicate that in the very low-income category, 71% of large related family renters are facing severe cost burden (housing costs that exceed 50% of household income), followed by 66% of "other households", 65% of small related families, and 57% of elderly renters. In the low income category, the severity of the cost burden decreases slightly, with a smaller percentage of the population facing severe housing cost burden. In this income category, however, 84% of both the large and small related families are facing rental housing cost burden (housing costs that exceed 30% of household income), followed by 70% of "other households", and 57% of elderly renters. Similarly, the cost burden continues to decrease within the moderate-income category with 64% of "other households" facing rental housing cost burdens, followed by 62% of large and small related families, and 42% of elderly renters.

#### **Owner Occupied Housing Cost Burdens**

In the homeowner population, the Housing Needs Tables indicate that the cost burden is less severe than with renters. However, across all income categories, a high percentage of homeowners are experiencing cost burden that exceed 30%. In the very low-income category, the large related family is the most severely impacted with 75% experiencing cost burden, followed by 74% of the elderly, 71% of small related families, and 51% of "other households". In the low-income category, the "other households" population and the large related family are the most severely impacted with 87% experiencing cost burden exceeding 30%, followed by 86% of the small related families, and 71% of the elderly. In the moderate-income category, the "other households" category is the most severely impacted with 82% experiencing cost burden, followed by 70% of the small related families, 59% of the large related families, and 48% of the elderly.

Table II - 1: Housing Needs Tables

Household Income <=30% MFI				
Housing Needs Table			Current % of Households	Current Number of Households
<u>Renter</u>	Elderly	NUMBER OF HOUSEHOLDS	100%	448
		Any housing problems	76.0	340
		Cost Burden > 30%	73.9	331
		Cost Burden >50%	56.7	254
	Small Related	NUMBER OF HOUSEHOLDS	100%	687
		With Any Housing Problems	77.3	531
		Cost Burden > 30%	70.0	481
		Cost Burden >50%	65.2	448
	Large Related	NUMBER OF HOUSEHOLDS	100%	253
		With Any Housing Problems	87.4	221
		Cost Burden > 30%	74.3	188
		Cost Burden >50%	70.8	179
	All Other Households	NUMBER OF HOUSEHOLDS	100%	229
		With Any Housing Problems	71.2	163
		Cost Burden > 30%	65.5	150
		Cost Burden >50%	65.5	150
<u>Owner</u>	Elderly	NUMBER OF HOUSEHOLDS	100%	762
		With Any Housing Problems	75.3	574
		Cost Burden > 30%	73.4	559
		Cost Burden >50%	64.4	491
	Small Related	NUMBER OF HOUSEHOLDS	100%	500
		With Any Housing Problems	74.0	370
		Cost Burden > 30%	71.0	355
		Cost Burden >50%	68.8	344
	Large Related	NUMBER OF HOUSEHOLDS	100%	309
		With Any Housing Problems	88.4	273
		Cost Burden > 30%	74.8	231
		Cost Burden >50%	70.6	218
	All Other Households	NUMBER OF HOUSEHOLDS	100%	208
		With Any Housing Problems	52.9	110
		Cost Burden > 30%	51.0	106
		Cost Burden >50%	51.0	106
<b>Household w/ Disabled Member</b>	NUMBER OF HOUSEHOLDS	100%	216	
	With Any Housing Problems	76.0	164	

**Table II-1a: Housing Needs Table**

Household Income >30 to <=50% MFI				
Housing Needs Table			Current % of Households	Current # Households
Renter	Elderly	NUMBER OF HOUSEHOLDS	100%	286
		With Any Housing Problems	57.7	165
		Cost Burden > 30%	57.0	163
		Cost Burden >50%	28.7	82
	Small Related	NUMBER OF HOUSEHOLDS	100%	496
		With Any Housing Problems	87.7	435
		Cost Burden > 30%	84.1	417
		Cost Burden >50%	48.2	239
	Large Related	NUMBER OF HOUSEHOLDS	100%	210
		With Any Housing Problems	98.1	206
		Cost Burden > 30%	83.8	176
		Cost Burden >50%	35.7	75
	All Other Households	NUMBER OF HOUSEHOLDS	100%	126
		With Any Housing Problems	69.8	88
		Cost Burden > 30%	69.8	88
		Cost Burden >50%	23.0	29
Owner	Elderly	NUMBER OF HOUSEHOLDS	100%	654
		With Any Housing Problems	70.5	461
		Cost Burden > 30%	70.5	461
		Cost Burden >50%	49.4	323
	Small Related	NUMBER OF HOUSEHOLDS	100%	648
		With Any Housing Problems	88.4	573
		Cost Burden > 30%	85.7	555
		Cost Burden >50%	65.0	421
	Large Related	NUMBER OF HOUSEHOLDS	100%	328
		With Any Housing Problems	92.7	304
		Cost Burden > 30%	86.7	284
		Cost Burden >50%	61.3	201
	All Other Households	NUMBER OF HOUSEHOLDS	100%	157
		With Any Housing Problems	87.3	137
		Cost Burden > 30%	87.3	137
		Cost Burden >50%	80.3	126
Household w/ Disabled Member	NUMBER OF HOUSEHOLDS	100%	138	
	With Any Housing Problems	57.7	79	

**Table II-1b: Housing Needs Table**

<b>Household Income &gt;50 to &lt;=80% MFI</b>				
<b>Housing Needs Table</b>			<b>Current % of Households</b>	<b>Current # Households</b>
<b>Renter</b>	<b>Elderly</b>	<b>NUMBER OF HOUSEHOLDS</b>	100%	138
		With Any Housing Problems	43.5	60
		Cost Burden > 30%	41.3	57
		Cost Burden >50%	9.4	13
	<b>Small Related</b>	<b>NUMBER OF HOUSEHOLDS</b>	100%	800
		With Any Housing Problems	73.3	586
		Cost Burden > 30%	62.1	497
		Cost Burden >50%	4.3	34
	<b>Large Related</b>	<b>NUMBER OF HOUSEHOLDS</b>	100%	402
		With Any Housing Problems	90.8	365
		Cost Burden > 30%	61.7	248
		Cost Burden >50%	9.2	37
	<b>All Other Households</b>	<b>NUMBER OF HOUSEHOLDS</b>	100%	294
		With Any Housing Problems	68.0	200
		Cost Burden > 30%	63.6	187
		Cost Burden >50%	14.6	43
<b>Owner</b>	<b>Elderly</b>	<b>NUMBER OF HOUSEHOLDS</b>	100%	652
		With Any Housing Problems	48.2	314
		Cost Burden > 30%	48.2	314
		Cost Burden >50%	24.4	159
	<b>Small Related</b>	<b>NUMBER OF HOUSEHOLDS</b>	100%	1571
		With Any Housing Problems	76.6	1203
		Cost Burden > 30%	70.3	1104
		Cost Burden >50%	29.5	463
	<b>Large Related</b>	<b>NUMBER OF HOUSEHOLDS</b>	100%	776
		With Any Housing Problems	87.4	678
		Cost Burden > 30%	59.4	461
		Cost Burden >50%	13.1	102
	<b>All Other Households</b>	<b>NUMBER OF HOUSEHOLDS</b>	100%	277
		With Any Housing Problems	84.1	233
		Cost Burden > 30%	82.0	227
		Cost Burden >50%	41.5	115
<b>Household w/ Disabled Member</b>	<b>NUMBER OF HOUSEHOLDS</b>	100%	216	
	With Any Housing Problems	76.0	164	

### *Housing Problems*

An average of 77% of both renters and homeowners in the very low, low, and moderate-income categories are experiencing housing problems. These problems range from overcrowded conditions to deteriorated structures. The City of Miami Gardens conducted research regarding the overall status of housing in the City as a part of the City's Comprehensive Development Master Plan. During this process, several factors were examined in order to define a housing unit as standard or sub-standard.

### **Substandard Housing**

There are several measures which can be used to evaluate housing stock and living conditions within the City, including age of structure, overcrowding, lack of certain necessary facilities, structural integrity, and Florida Building Code requirements. Specific indicators of substandard housing or living conditions for each of the above measures are as follows:

- **Age of Structure:** A housing unit constructed prior to 1950, which is valued at less than \$25,000.

According to analysis conducted by the Iler Planning Group, there are 1,384 units (4.5% of the housing stock) within the City that were constructed prior to 1950. The analysis also uncovered 1,036 specified owner-occupied units (5.3% of the total) in Miami Gardens valued at less than \$50,000 in 2000.

- **Lacking Facilities:** A housing unit lacking complete plumbing facilities, heating and cooking facilities, and/or complete kitchen facilities.

The 2000 Census reported that high percentages of the year-round housing stock had complete plumbing facilities (99.3%) and complete kitchen facilities (99.3%). Due to the high level of availability, it is concluded that "lack of facilities" does not, in itself, raise any issues regarding overall substandard living and housing conditions within the City.

- **Over-Crowding:** 1.01 persons per room or more within a dwelling unit.

In addition, according to the 2000 Census, there were an estimated 5,345 households, or 18.3% of the total, reporting occupancy of more than 1.0 person per room in the City.

- **External Housing Conditions:** A housing unit categorized as either of the following by the City of Miami Gardens.

- **Deteriorated:** Meaning in need of some relatively minor exterior repair, which is indicative of a lack of maintenance. Examples include: housing that requires painting, fascias and soffits showing signs of deterioration, cracked and broken windows, and even severely overgrown yards, which is generally accompanied by a lack of structural maintenance.
- **Dilapidated:** Meaning in need of substantial rehabilitation. The unit may be considered to be unfit for human habitation or rapidly approaching that condition. This category of substandard housing needs to be addressed immediately, through either rehabilitation or demolition, as the health and safety of the inhabitants may be endangered.

City staff has not completed a general survey oriented to evaluating external housing conditions since incorporation in 2003.

- **Code Violations:** The City has adopted the Florida Building Code (Miami-Dade & Broward Edition) that incorporates the following definition for an unsafe structure:

1. A building deemed a fire hazard, as a result of debris or other combustible material, creates a hazard, vacant and unguarded; or
2. A building deemed structurally unsafe by design or deterioration, partially destroyed, unsafe or lack of adequate plumbing, inadequate or unsafe electrical, inadequate waste disposal system or lack of a building permit.

It is concluded that, while “age of structure” and “value,” in combination, do not raise any immediate issues regarding overall substandard living and housing conditions, vigilant code enforcement and conservation efforts will need to be undertaken as a means to preserve the City’s affordable housing stock. Age and value of the housing stock may become a concern in the near future if the City does dedicate resources to conservation and preservation measures.

**Public/Assisted Housing**

There are several renter-occupied housing developments within the City using federal, state or local subsidy programs. Currently, the City has six public housing rental properties containing a total of 186 units. There are an additional eleven assisted-rental housing properties containing a total of 2,200 apartment units. The Miami Dade Housing Authority indicates that there are 4,081 applicants on the waiting list for public housing, and 4,370 applicants on the waiting list for Section 8 vouchers throughout the zip codes that include the City of Miami Gardens.

**Table II - 2: Miami-Dade Housing Agency Public Housing Inventory in Miami Gardens**

Name	Address	Units	Type
Vista Verde	FHA Scattered Homes	30	Family
Miami Gardens Apts.	NW 183 St. /22 Avenue	45	Family
Opa-Locka Family C	1802-2113 NW 151 St.	9	Family
Palmetto Gardens	16850 NW 55 Avenue	40	Elderly
FHA Homes Miami-Dade County	Scattered Homes	10	Family
Venetian Gardens	16100 NW 37 Avenue	52	Family
<b>Total Units</b>		<b>186</b>	

Source: Miami Dade Housing Agency – Public Housing Division

**Table II - 3: Miami Dade Housing Agency Wait List City of Miami Gardens Applicants**

Demographic	Public Housing		Section 8	
	Percentage	Count	Percentage	Count
Disabled	5%	214	7%	293
<b>Waiting List Totals</b>		<b>4,081</b>		<b>4,370</b>

Source: Miami Dade Housing Agency - Public Housing Division

**Table II - 4: Miami Gardens Assisted Housing Inventory**

Name	Address	Units/Type	Assistance*
Cedar Grove	20601 NW 17 Avenue	288/Family	1,2,3,4
Douglas Pointe	3840 NW 183 St.	176/Family	1,2,3,4
Crossings @ University	18740 NW 27 Avenue	320/Family	1,2,3
Eagle's Landing	18800 NW 27 Avenue	321/Family	3
Walden Pond Villas	20880 NW 7 Avenue	290/Family	3
Street Apartments	18665 NW 37 Avenue	156/Family	5,6
Carol City Gardens	4601 NW 183 St.	150/Family	5,6
Robert Sharp Towers II	115 NW 202 Terrace	110/Elderly	5,7
Miami Gardens Apts.	18175 NW 22 Avenue	45/Family	5,6
Del Prado Apartments	18081 NW 40 Place	32/Family	3,4
Hamlet @ Walden Pond	20885 NW 9 Court	312/Elderly	3,4
<b>Total Units</b>		<b>2,200</b>	

\* 1- Bonds; 2 – Loan Guarantee; 3 – Housing Credits; 4 – S.A.I.L.; 5 – Rent supplement; 5 – Section 8 non-insured; 7 - HUD 221(d) (4).

Source: Shimberg Center for Affordable Housing, Iler Planning Group; 12/05

**Special Needs Households**

The Housing Needs tables indicate that across income categories a majority of the households reporting the existence of a disabled member are experiencing housing problems. Approximately 76% of the disabled member households in the very low and moderate-income categories report housing problems, followed by the 58% in the low-income category.

In order to establish the total low-income HIV/AIDS population in the City of Miami Gardens, the Iler planning Group utilized the Miami-Dade County Health Department statistics on the County's AIDS population, including an inventory by sub-county zone. The City is within Zone II (North Dade), which includes the following Zip Code Areas: 33053; 33055; 33056; 33160; 33162; 33169; 33179; and 33180.

The following methodology was used to estimate the low to moderate-income population with AIDS in the City of Miami Gardens.

1. The 2000 population of Zone II, as reported on a zip code basis by the U.S. Census, was 279,856 residents. The population of Miami Gardens was estimated at 100,809 residents in 2000, or 36% of Zone II.
2. According to the Health Department, there were 2,813 cases of AIDS reported in Zone II in 2005.
3. Applying the 2005 percentage of AIDS cases (36%) to the 2000 City population (100,809), it is estimated that 1,012 residents of Miami Gardens had AIDS in 2000.
4. It is estimated that approximately 44% of the residents of the City are within the very low to moderate-income category (i.e. inclusive of 0 – 30%, 31% - 50%, and 51% - 80% of median). Further, assuming that AIDS cases are distributed throughout the range of incomes (i.e. we have found no data to assume to the contrary), it is estimated that there were 445 low to moderate-income residents of the City with AIDS in 2000.

**Disproportionate Housing Needs**

A family income analysis by race and Hispanic origin was completed in order to determine disproportionate housing needs. As discussed previously, the City is comprised of seven 2000

Census Designated Places (Andover, Bunche Park, Opa-Locka North, Scott Lake, and portions of Carol City, Norland, and Lake Lucerne). The five CDPs that are entirely within the City limits were used in the family income analysis. The five CDPs together were determined to be representative of the City as a whole. In addition, family income, rather than household income, was used as it better represents HUD income criteria. Aggregating Census data for the CDPs resulted in the following racial and Hispanic composition estimates of family household:

**Table II - 5: Racial Composition of Miami Gardens' Households**

Race	Percent
White	11.3
Black	82.9
American Indian	0.2
Asian	0.9
Pacific Islander	0.0
Other	1.6
2 or more races	3.1
<b>Total</b>	<b>100.0</b>
Hispanic Origin	10.8

Source: 2000 Census, Iler Planning Group; 5/06

Race categories with a minimal percentage were eliminated from further analysis (i.e. American Indian, Asian, Pacific Islander, other, and 2 or more races). Further, the White race was also eliminated, as it is not a minority. Therefore, only the Black race and those of Hispanic origin were further analyzed.

Family income data for Black race and those of Hispanic origin were then analyzed as a means to estimate disproportionate need, which is defined as exceeding the percentage of families within a particular income group by 10% or more. The result of the analysis is presented in the following table:

**Table II - 6: Family Income Data for Black and Hispanic Populations in Miami Gardens**

Income Group	Citywide %	Disproportionate Need %	Black %	Hispanic %
0-30%	15.2	25.2	15.1	14.0
31% - 50%	13.6	23.6	13.1	18.6
51% - 80%	15.2	25.2	14.9	20.2

Source: 2000 Census, Iler Planning Group; 5/06

Based upon the above analysis, it is concluded that there are no disproportionate need issues in Miami gardens.



## **Priority Housing Needs**

### **(91.215 (b))**

1. Identify the priority housing needs in accordance with the categories specified in the Housing Needs Table (formerly Table 2A). These categories correspond with special tabulations of U.S. census data provided by HUD for the preparation of the Consolidated Plan.
2. Provide an analysis of how the characteristics of the housing market and the severity of housing problems and needs of each category of residents provided the basis for determining the relative priority of each priority housing need category.

Note: Family and income types may be grouped in the case of closely related categories of residents where the analysis would apply to more than one family or income type.

3. Describe the basis for assigning the priority given to each category of priority needs.
4. Identify any obstacles to meeting underserved needs.

**Priority Housing Needs**

**Discussion of Priority Housing Needs**

Table II-7 outlines the City of Miami Garden’s priority housing needs for the 2006-2011 Consolidated Plan period. Activities which are labeled as “High” priorities in the table are those which will receive Consolidated Plan funding, assuming level funding of the City’s CDBG allocation over the next five years. Activities which are identified as “Medium” priorities are those which will likely receive Consolidated Plan funding if the applicable formula grants to the City of Miami Gardens are increased during the next five years, and may also receive funds if particularly strong projects are identified. Activities that received a “Low” priority will not receive Consolidated Plan funding over the next five years without an amendment to this Consolidated Plan.

**Table II - 7: Priority Housing Needs by Income Category, Household Type and Tenure**

Housing Need	% of Total Housing Units	Priority	Fund Source
<b>Rental Housing</b>			
<=30% MFI Elderly	1.4 %	Medium	CDBG, Other
<=30% MFI Small Related	2.2 %	Medium	CDBG, Other
<=30% MFI Large Related	0.8 %	Medium	CDBG, Other
<=30% MFI Other	0.7 %	Medium	CDBG, Other
31%-50% MFI Elderly	0.9 %	Medium	CDBG, Other
31%-50% MFI Small Related	1.6 %	Medium	CDBG, Other
31%-50% MFI Large Related	0.7 %	Medium	CDBG, Other
31%-50% MFI Other	0.4 %	Medium	CDBG, Other
51%-80% MFI Elderly	0.4 %	Medium	Other
51%-80% MFI Small Related	2.6 %	Medium	CDBG, Other
51%-80% MFI Large Related	1.3 %	Medium	CDBG, Other
51%-80% MFI Other	0.9 %	Medium	CDBG, Other
<b>Owner Occupied Housing</b>			
<=30% MFI Elderly	2.5 %	High	CDBG, Other
<=30% MFI Small Related	1.6 %	High	CDBG, Other
<=30% MFI Large Related	1 %	High	CDBG, Other
<=30% MFI Other	0.7 %	High	CDBG, Other
31%-50% MFI Elderly	2.1 %	High	CDBG, Other
31%-50% MFI Small Related	2.1 %	High	CDBG, Other
31%-50% MFI Large Related	1.1 %	High	CDBG, Other
31%-50% MFI Other	0.5 %	Medium	CDBG, Other
51%-80% MFI Elderly	2.1 %	High	CDBG, Other
51%-80% MFI Small Related	5.1 %	High	CDBG, Other
51%-80% MFI Large Related	2.5 %	High	CDBG, Other
51%-80% MFI Other	0.9 %	Medium	CDBG, Other

**Priority Housing Need by Category**

Table II-7 shows that approximately 36% of the total number of dwelling units in Miami Gardens need to accommodate low-income residents (0 to 80% MFI), with more than half of them (61%) set up for ownership and about 39% for rent. It is estimated that most of both the owner and rental units will need to serve the small-related households. The elderly will have a demand of about 7% of the owner-occupied homes and about 3% of the rentals.

**Basis for Assigning Priorities**

The priorities shown on Table II-7 are a reflection of four key factors listed in order of emphasis, beginning with the most important: target area location, housing market conditions, a strong desire to maintain and increase the homeownership rate in the City of Miami Gardens, and the relative severity of needs. Each of these influences is discussed below.

**Target Areas**

The City of Miami Gardens has identified twelve (12) areas that have a low to moderate-income population of 51% or more. These areas, as illustrated in Map I-3, will be designated CDBG priority areas for the purpose of program funding.

Area Name	Census Tracts
Rainbow Park	000403-(1)(6), 000402-(2), 000501-(3)(1)
* Bunche Park	000403-(5), 000402-(3)(4)
Lake Lucerne	009904-(1), 00904-(9)
Brentwood & Vicinity	010002-(1)
Myrtle Grove & Vicinity	009400-(4)
LeJeune Gardens & Vicinity	010006-(1)
Kings Gardens	010010-(2)
Cloverleaf Estates & Vacinity	009501-(9)
Eagles Landing/Leslie Estates	010002-(2)
Unidentified	009600-(2), 009902-(3)

*\*indicates neighborhood with greater than 70% low-mod income*

**Market Conditions**

The characteristics of the housing market will significantly impact how the City will direct its housing funds over the next five years. As discussed in the Housing Market Analysis section, the City of Miami Gardens has experienced a tremendous increase in housing prices over the past five years, reducing the availability of affordable housing for the community as a whole and low to moderate-income residents in particular. Miami Gardens is an urban community that is 93% built out with a forecasted 8% increase in population growth by 2010. These factors, coupled with the development pressure from private industry have and will continue to make affordable housing a difficult issue to address with limited funding.

In addition to affordable housing programs, the City will place an emphasis on housing rehabilitation programs for low and moderate-income residents. As illustrated in Table I-9: City of Miami Garden Housing Units by Age and Table II-1: The Housing Needs Tables, a majority of the City's housing units were built before 1980, and the vast majority of low-income renters and homeowners are reporting housing problems (related to cost and/or physical conditions). In light of this fact, the City of Miami Gardens will also place an emphasis on housing rehabilitation and weatherization programs for the 0-80% MFI population.

***Promoting Home Ownership***

The City recognizes the value of homeownership in creating and promoting neighborhood stability and cohesion. Although the 2000 Census reported that the City's homeownership rate was 71%, which is above the national average of 66.2%, a steady increase in the price of housing in the City of Miami Gardens will undoubtedly have a negative impact on the number of low-income residents being able to purchase a home.

In order to maintain and continue to improve the City's rate of homeownership, a priority has been placed on addressing the housing needs related to owner-occupied housing. The City will place a high priority on supporting projects that provide first time homebuyers with down payment assistance and training programs.

***Severity of Needs***

In addition to the factors identified above, the City recognizes that certain housing needs are more acute than others. Once the other factors identified above are considered, the City will prioritize projects that address those needs documented as the more severe prior to those that are less.

***Obstacles to Meeting Underserved Needs***

Without question, the largest impediment to addressing these needs is the cost of housing and construction coupled with the limited availability of funds. As is discussed in the Barriers to Affordable Housing Production section, the City has identified several internal policies that negatively impact the costs of housing production. In an effort to address these issues, the City has adopted affordable housing incentive policies. These policies will be implemented through the City's future land development regulations.

The remaining and more substantial factors that serve as an obstacle to meet underserved needs are products of the regional housing market and State and Federal policies that impact local government revenue generation.



## **Housing Market Analysis** **(91.210)**

1. Based on information available to the jurisdiction, describe the significant characteristics of the housing market in terms of supply, demand, condition, and the cost of housing; the housing stock available to serve persons with disabilities; and to serve persons with HIV/AIDS and their families.
2. Describe the number and targeting (income level and type of household served) of units currently assisted by local, state, or federally funded programs, and an assessment of whether any such units are expected to be lost from the assisted housing inventory for any reason, (i.e. expiration of Section 8 contracts).
3. Indicate how the characteristics of the housing market will influence the use of funds made available for rental assistance, production of new units, rehabilitation of old units, or acquisition of existing units. Please note, the goal of affordable housing is not met by beds in nursing homes.

**Housing Market Analysis**

**Supply, Demand, and Condition of Housing Stock**

***Housing Supply***

Using the housing figures prepared by the Census Bureau for the seven CDPs that comprise the City, estimates of units by type were calculated for the year 2000 (see Table II-8). The estimates show that there were a total of about 30,989 housing units in Miami Gardens in 2000, consisting of 23,567 single-family and 7,179 multiple-family units, and 243 mobile home/other units. Single-family attached and detached homes constituted approximately 76% of the total.

Because of its recent incorporation, the City does not have historical permit data to accurately calculate the number of dwelling units for more recent years. However, assuming the maintenance of the population/dwelling unit ratio (i.e. 3.25 residents per unit) that existed in 2000, and based upon the University of Florida population estimate (i.e. 106,566 residents in 2005), it is estimated that there were 32,789 dwelling units in the City as of 2005.

Housing stock within Miami Gardens constitutes a small share of the countywide total - approximately 3.6% of the 852,278 (Miami Dade County) year-round units reported by the Census in 2000. It should be noted that total units includes all year-round housing units, including occupied and vacant units, and those held for seasonal or occasional use.

**Table II - 8: Units in Structure – Year 2000**

<b>Units in Structure</b>	<b>Total Units</b>	<b>Percent</b>
One Detached	20,876	67.3
One Attached	2,691	8.7
Two	453	1.5
Three or Four	818	2.6
Five to Nine	560	1.8
Ten to Nineteen	1,350	4.4
Twenty to Forty-Nine	1,583	5.1
Fifty or More	2,415	7.8
Mobile Home + Other	243	0.8
<b>Totals</b>	<b>30,989</b>	<b>100.0</b>

Source: U.S. Bureau of the Census, 2000: SF-3; Iler Planning Group, 12/05

Characteristics of housing within the City are examined in this section and compared to those characteristics exhibited countywide. The most current statistics available for an inventory and analysis of this type are presented in the 2000 Census.

Of the 30,988 housing units reported in 2000 by the U.S. Census, an estimated 22,052 units (71.2%) were owner-occupied, while 7,210 units (23.3%) were renter-occupied. The balance (1,726 units, or 5.6% of the total) was classified as vacant. The low-mod income populations exhibit similar percentages with 61% being homeowners and 39% being renters.

Table II - 9: 2000 Housing Tenure Characteristics

Unit Type	Miami Gardens		Miami-Dade County	
	Units	Percent	Units	Percent
<b>Year-round housing units</b>	<b>30,988</b>	<b>100.0</b>	<b>852,278</b>	<b>100.0</b>
<b>Occupied housing units</b>	<b>29,262</b>	<b>94.4</b>	<b>776,774</b>	<b>91.1</b>
Owner-occupied units	22,052	71.2	449,325	52.7
Renter-occupied units	7,210	23.3	327,449	38.4
<b>Vacant housing units</b>	<b>1,726</b>	<b>5.6</b>	<b>75,504</b>	<b>8.9</b>
Vacant for sale	490	1.6	9,855	1.2
Homeowner vacancy rate *		2.17%		2.1
Vacant for rent	556	1.8	19,866	2.3
Renter vacancy rate*		7.16%		5.7
Held for seasonal or occasional use	258	0.8	29,587	3.5
Rented/Sold not occupied and other vacant	422	1.4	16,196	1.9

Source: U.S. Bureau of the Census, 2000: SF 1, 3; ILER Planning Group, 6/06.

In relation to total housing stock, the City has a year-round housing unit occupancy rate higher than that of Miami-Dade County (94.4% vs. 91.1%) as a whole. Further, the City has a substantially higher rate of owner-occupancy than Miami-Dade County (71.2% vs. 52.7%).

In 2000, the City experienced an overall housing vacancy rate (i.e. 5.6%) lower than the countywide rate of 8.9%. Due to the fact that Miami Gardens remains primarily a residential community, as opposed to a tourist and seasonal destination, it is concluded that this rate has remained constant to date.

**Housing Demand/Market Trends**

**Rental Units:**

Comparative monthly gross rent data for Miami-Dade County and Miami Gardens are presented in Table II-10. The median monthly rent for renter-occupied units in Miami Gardens was an estimated \$670 per month in 2000, compared to \$647 per month for Miami-Dade County. In 2000, approximately 59% of all rents within the City were within the \$500 to \$899 per month range. In 2006, the average rental rates in the City of Miami Gardens rose to the \$900 to \$1200 range (*Beacon Council, Research and Strategic Planning*). This represents an increase of more than 80% over the past five years.

Table II - 10: 2000 Monthly Gross Rent of Specified Renter-Occupied Units

Gross Monthly Rent Range	Miami Gardens		Miami-Dade County	
	Units	Percent	Units	Percent
Less than \$200	515	7.1	19,076	5.8
\$200-\$299	232	3.2	11,302	3.5
\$300-\$399	253	3.5	18,717	5.7
\$400-\$499	787	10.9	35,164	10.8
\$500-\$649	1,820	25.2	76,163	23.3
\$650-\$899	2,405	33.4	99,546	30.4
\$900-\$999	438	6.1	19,266	5.9

Gross Monthly Rent Range	Miami Gardens		Miami-Dade County	
	Units	Percent	Units	Percent
\$1,000 and more	532	7.4	38,456	11.8
No cash rent	228	3.2	9,143	2.8
Totals	7,210	100.0	326,833	100.0
<b>Median rent per month</b>	<b>\$670</b>		<b>\$647</b>	

Source: U.S. Bureau of the Census, 2000: SF 3; ILER Planning Group, 12/05

**Ownership Units:**

Comparative housing value data for Miami-Dade County and Miami Gardens are presented in Table II-11. The estimated median value of specified owner-occupied units reported in 2000 was \$88,500 in the City compared to \$124,000 for Miami-Dade County, with approximately 79% of owner-occupied within the City valued at less than \$100,000. In 2005, the median home price for a single family home in the City of Miami Gardens rose to \$195,000; this represents a 120% increase over the past five years (Integra Realty Resources – South Florida).

**Table II - 11: 2000 Value of Specified Owner-Occupied Housing Units**

Value Range	Miami Gardens		Miami-Dade County	
	Units	Percent	Units	Percent
Less than \$50,000	1,036	5.3	8,856	2.6
\$50,000–\$99,000	14,331	73.3	105,435	31.4
\$100,000–\$149,999	3,618	18.5	109,962	32.8
\$150,000–\$199,999	403	2.1	53,514	15.9
\$200,000–\$299,999	103	0.5	30,475	9.1
\$300,000 and more	58	0.3	27,573	8.2
Totals	19,549	100.0	335,815	100.0
<b>Median value</b>	<b>\$88,500</b>		<b>\$124,000</b>	

Source: U.S. Bureau of the Census, 2000: SF-3; ILER Planning Group, 12/05

While the real estate market has been robust across the state of Florida, southeast Florida in particular has consistently been one of the most expensive markets in the state. According to the Florida Association of Realtors and the University of Florida Real Estate Research Center, the Miami Metropolitan Statistical Area (MSA), which includes the City of Miami Gardens, has experienced double digit growth in median single-family home sales prices since 2000.

As indicated in Table II-12, there was a 154% change throughout the MSA; however, the City of Miami Gardens experienced an increase of 120% over the past five years.

**Table II - 12: Miami Metropolitan MSA Median Sales Price 2000-2005**

Miami MSA	2000	2001	2002	2003	2004	2005
Single Family Homes	\$138,200	\$159,600	\$184,700	\$223,100	\$273,900	\$351,200
% Change over previous year	3%	15%	16%	21%	23%	28%
<b>Total Change 2000-2005 for MSA: 154%</b>						

Source: Florida Association of Realtors, University of Florida Real Estate Research Center

**Housing for Persons with Disabilities:**

Currently, there is one supportive housing project located within the City of Miami Gardens. Del Prado Gardens, operated by Carrfour Supportive Housing, consists of 32 three and four-bedroom townhouses located within the LeJeune Gardens neighborhood. The program was developed to serve large homeless families impacted by disabilities (at least one adult member of each family must have a disability). Families residing in the home receive a full array of supportive services including case management, employment/training services, life skills training, recovery support, and children’s services. The home has been operating since 2000 and receives funding from Miami-Dade County’s Homeless Trust and the Miami Dade Office of Community and Economic Development.

**Housing for Persons with AIDS (HOPWA):**

The HOPWA program is administered by the City of Miami for the Miami-Dade area. The City of Miami provides Long Term Rental Assistance (LTRA) to 1000 clients through various agency providers who are in charge of yearly client re-certifications, inspections, monthly contact, and housing stability assessments among other things. The City of Miami has issued 95 HOPWA vouchers to clients living in the City of Miami Gardens.

The City of Miami also provides, limited support for Project Based Housing; however, none of these facilities are located within the City of Miami Gardens.

**Analysis of Expected Loss of Assisted Housing**

The City of Miami Gardens is unaware of plans to close existing public housing, assisted, or subsidized housing facilities within the jurisdiction.

**Market Influence on Use of Available Funds**

The characteristics of the housing market will significantly impact how the City will direct its housing funds over the next five years. As illustrated above, the City of Miami Gardens has experienced a tremendous increase in housing prices over the past five years, reducing the availability of affordable housing for the community as a whole and low to moderate-income residents in particular. Miami Gardens is an urban community that is 93% built out with a forecasted 8% increase in population growth by 2010. These factors coupled with the development pressure from private industry have and will continue to make affordable housing a difficult issue to address with limited funding.

In addition, the recent cycle of natural disasters throughout the country has created a critical shortage of both labor and materials, thereby driving up the cost of construction. In light of these facts, the City will need to be creative and leverage partnerships to maximize its ability to implement various housing programs.



## **Specific Housing Objectives**

### **(91.215 (b))**

1. Describe the priorities and specific objectives the jurisdiction hopes to achieve over a specified time period.
2. Describe how Federal, State, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by the strategic plan.

**Specific Housing Objectives**

**Housing Objectives**

The following table outlines the specific accomplishment goals that the City of Miami Gardens hopes to achieve over the 2006-2011 Consolidated Plan period.

<b>ACTIVITY</b>	<b>ACCOMPLISHMENT UNITS</b>	<b>GOAL</b>
Direct Homeownership Assistance	Households	100
Rehab, Single-Unit Residential	Housing Units	100
Energy Efficiency Improvements	Housing Units	10
Homeownership Assistance (not direct)	People (Served)	2,000

**Use of Resources**

As a new municipality, the City of Miami Gardens is working to secure various funding streams to enhance its CDBG programs. Currently, the City of Miami Gardens is working with the State, through the Florida Housing Finance Corporation, to obtain State Housing Initiative Partnership dollars (SHIP), and HOME program funds.

Since this is the City's first year as an entitlement agency, it does not have the benefit of being able to draw from historical data to estimate other revenue that would supplement the CDBG program. However, the City is in the process of negotiating with the various agencies to determine the level of funding that can be pooled with CDBG dollars maximize program opportunities.



## **Needs of Public Housing** **(91.210 (b))**

In cooperation with the public housing agency or agencies located within its boundaries, describe the needs of public housing, including the number of public housing units in the jurisdiction, the physical condition of such units, the restoration and revitalization needs of public housing projects within the jurisdiction, and other factors, including the number of families on public housing and tenant-based waiting lists and results from the Section 504 needs assessment of public housing projects located within its boundaries (i.e. assessment of needs of tenants and applicants on waiting list for accessible units as required by 24 CFR 8.25). The public housing agency and jurisdiction can use the optional Priority Public Housing Needs Table (formerly Table 4) of the Consolidated Plan to identify priority public housing needs to assist in this process.

**Needs of Public Housing**

There are several renter-occupied housing developments within the City using federal, state or local subsidy programs. Currently, the City has six public housing rental properties, containing a total of 186 units, operated by the Miami Dade Housing Authority (MDHA). As indicated in Table II-13, a majority of the MDHA units in the City of Miami Gardens are dedicated to families.

According to MDHA, the physical condition of the units at the present time is good. The units are inspected, ranked and scored annually by the contract inspectors for US HUD and by the Real Estate Assessment Center. The scores represent the conditions found at the property regarding exterior building, site conditions, common areas, and health and safety findings of the inspection team.

Maintenance and repairs needed are completed to meet Housing Quality Standards established by US HUD. There are other local and federal regulatory standards that have to be met for the annual recertification of the units and continued occupancy by residents within the housing program. Certified staff provides property management, inspections, maintenance, and emergency response (i.e. hurricane preparation and recovery efforts) to the properties.

Contract services are also utilized to provide support and maintenance of major equipment, including elevator & generator service, lawn maintenance, domestic garbage collection, and contract renovations.

**Table II - 13: MDHA Housing Units in the City of Miami Gardens**

Name	Address	Units	Type
Vista Verde	FHA Scattered Homes	30	Family
Miami Gardens Apts.	NW 183 St. /22 Avenue	45	Family
Opa-Locka Family C	1802-2113 NW 151 St.	9	Family
Palmetto Gardens	16850 NW 55 Avenue	40	Elderly
FHA Homes Miami-Dade County	Scattered Homes	10	Family
Venetian Gardens	16100 NW 37 Avenue	52	Family
<b>Total Units</b>		<b>186</b>	

Source: Miami Dade Housing Agency – Public Housing Division

**Section 504 Need Assessment**

MDHA is currently under a voluntary compliance agreement with the Department of Justice and US HUD for compliance with Section 504 of the Uniform Federal Accessibility Standards (U.F.A.S.). This effort will bring into compliance all properties within the Public Housing portfolio as determined by survey and economic feasibility that will be certified to meet the standards and tolerances established by the Standard.

The MDHA has adopted a strategy in its Annual Plan for FY 2006-2007 to address Section 504 Needs. The strategy is to target available assistance to families with disabilities. To do this, the MDHA will conduct the following activities:

- o Carry out modifications needed in public housing based on Section 504 need assessment.
- o Apply for special purpose vouchers targeted to families with disabilities.
- o Affirmatively market local non-profit agencies that assist families with disabilities.

**Characteristics of Families on the Waiting Lists**

According to the data obtained from the Miami Dade Housing Agency, the City of Miami Gardens has 4,081 applicants on the waiting list for Public Housing and 4,370 applicants on the waiting list for Section 8 vouchers. Table II-14 illustrates the characteristics of the applicants current on the waiting list residing within the zip codes that include the City of Miami Gardens (some zip codes cross into surrounding jurisdictions).

**Table II - 14: Miami Dade Housing Agency Wait List City of Miami Gardens Applicants**

Demographic	Public Housing		Section 8	
	%	Count	%	Count
White	10%	420	11%	488
Black	88%	3,590	87%	3,808
Native American	0.34%	14	0.32%	14
Asian	0.12%	5	0.14%	6
Other	1%	52	1%	54
Disabled	5%	214	7%	293
Age 0-25	22%	892	21%	936
Age 26 -50	43%	1,745	42%	1,831
Age 51-75	7%	307	10%	422
Age 76+	1%	38	1%	63
<b>Waiting List Totals</b>		<b>4,081</b>		<b>4,370</b>

*Source: Miami Dade Housing Agency, 05/06*

**Restoration and Revitalization Needs**

The MDHA has three renovation projects that affect public housing development in the City of Miami Gardens. These renovations are scheduled for Vista Verde, the Opa-Locka Family development and the Miami Gardens Apartments.

MDHA has obtained approval from US HUD to sell 21 units of the Vista Verde public housing development. Funding for the repair of the units in the Vista Verde sub-division includes the renovation of two homeownership units.

In addition, the agency recently received approval for the disposition sale of the twenty-six units in the FL 5-074 Opa-Locka Family development. The units will be offered for sale as authorized by US HUD, first being offered to the existing/current residents with qualification requirements and assistance through credit counseling and finance assistance. Nine of the homes in the development fall inside the City limits along the north side of 151<sup>st</sup> Street, adjacent to the area known as the triangle.

The final project is located within the Miami Gardens Apartments, which is a 45-unit town home development. This property was damaged during the 2005 hurricane season and is in the final phase of restoration.



## **Public Housing Strategy** **(91.210)**

1. Describe the public housing agency's strategy to serve the needs of extremely low-income, low-income, and moderate-income families residing in the jurisdiction served by the public housing agency (including families on the public housing and Section 8 tenant-based waiting list), the public housing agency's strategy for addressing the revitalization and restoration needs of public housing projects within the jurisdiction and improving the management and operation of such public housing, and the public housing agency's strategy for improving the living environment of extremely low-income, low-income, and moderate families residing in public housing.
2. Describe the manner in which the plan of the jurisdiction will help address the needs of public housing and activities it will undertake to encourage public housing residents to become more involved in management and participate in homeownership. (NAHA Sec. 105 (b)(11) and (91.215 (k))
3. If the public housing agency is designated as "troubled" by HUD or otherwise is performing poorly, the jurisdiction shall describe the manner in which it will provide financial or other assistance in improving its operations to remove such designation. (NAHA Sec. 105 (g))

## Public Housing Strategy

### MDHA Strategies

#### Need: Shortage of affordable housing for all eligible populations

- Strategy One: Maximize the number of affordable units available to the PHA within its current resources by:
  - Employing effective maintenance and management policies to minimize the number of public housing units off-line
  - Reducing turnover time for vacated public housing units
  - Reducing time to renovate public housing units
  - Seeking replacement of public housing units lost to the inventory through section 8 replacement housing resources.
  - Maintaining or increasing Section 8 lease-up rates by establishing payment standards that will enable families to rent throughout the jurisdiction, taking into consideration USHUD finding labels.
  - Undertaking measures to ensure access to affordable housing among families assisted by the PHA regardless of unit size required.
  - Maintaining or increasing Section 8 lease-up rates by marketing the program to owners, particularly those outside areas of minority and poverty concentration.
  - Maintaining or increasing Section 8 lease-up rates by effectively screening Section 8 applicants to increase owner acceptance of program
  - Participating in the Consolidated Plan development coordination with broader community strategies.
  - Participating in the Continuum of Care process in the development of permanent housing for homeless individuals and families
  - Making discretionary policy revisions allowed by regulations to its Section 8 program to cover any shortfall in federal funding, including but not limited to, limiting movers, increasing minimum rent, reducing payment standards, implementing revised occupancy standards, limiting rent increases to landlords, and termination of assistance only were necessary
  - Participating in USHUD's Capital Fund Financing Program (CFFP), a capital bond program, and Miami-Dade County's General Obligation Bond program to preserve or expand affordable housing in Miami Dade County.
- Strategy Two: Increase the number of affordable housing units by:
  - Applying for additional Section 8 units should they become available
  - Leveraging affordable housing resources in the community through the creation of mixed-finance housing.
  - Pursuing housing resources other than public housing or Section 8 tenant based assistance.
  - Continuing implementation of Section 8 homeownership program
  - Continuing implementation of Project based section 8 voucher programs, contingent on the availability of vouchers.

#### Need- Revitalization and restoration of Public housing projects

- Strategy One: Improve quality of assisted housing by:
  - Improving public housing management
  - Continuing to improve voucher management
  - Increasing customer satisfaction
  - Concentrating efforts to improve specific management functions, such as: delivering timely and quality maintenance services to public housing residents, achieving and maintaining 95% or greater rent collections for the public housing program and maintaining preventative maintenance efforts.
  - Maintaining anti-fraud program

- Renovating and modernizing public housing units: Implement Capital Fund Action Plan. Continue installation of air conditioners in public housing and elderly units.
- Implementing public housing security improvements.

Need – Improving Living conditions of extremely low, low and moderate-income families

- Strategy One: Target available assistance to families at or below 30% - 50% of AMI by adopting rent policies to support and encourage work.
- Strategy Two: Target available assistance to Elderly by applying for special purpose vouchers targeted to the elderly, should they become available.

**Promoting Participation and Homeownership**

The MDHA encourages public housing residents to become more involved in the management of the development and to participate in homeownership through its Family Self-Sufficiency Program. The program has 483 participants, which includes both Public Housing and Section 8 Voucher program recipients. As of September 2005, there were approximately 53 public housing and 150 Section 8 program participants with escrow balances.

MDHA has also implemented a Section 8 homeownership program to provide Section 8 participants the opportunity to purchase a home. The housing agency also offers a variety of homeownership programs to low and moderate-income families through its Development and Loan Administration Division, and New Markets Division. Programs include Surtax, State Housing Initiative, HOME, and infill programs.

**Troubled Designation**

MDHA is not designated as troubled by HUD.



## **Barriers to Affordable Housing** **(91.210 (e) and 91.215 (f))**

1. Explain whether the cost of housing or the incentives to develop, maintain, or improve affordable housing are affected by public policies, particularly those of the local jurisdiction. Such policies include tax policy affecting land and other property, land use controls, zoning ordinances, building codes, fees and charges, growth limits, and policies that affect the return on residential investment.
2. Describe the strategy to remove or ameliorate negative effects of public policies that serve as barriers to affordable housing, except that, if a State requires a unit of general local government to submit a regulatory barrier assessment that is substantially equivalent to the information required under this part, as determined by HUD, the unit of general local government may submit that assessment to HUD and it shall be considered to have complied with this requirement.

## Barriers to Affordable Housing

### Discussion of Barriers

The City of Miami Gardens has experienced a tremendous increase in housing prices (120%) over the past five years. Miami Gardens is an urban community that is 93% built out with a forecasted 8% increase in population growth by 2010. In addition, the recent cycle of natural disasters throughout the country has created a critical shortage of both labor and materials, thereby driving up the cost of construction nationwide.

In addition to these pressures in the market, as a new municipality, the City of Miami Gardens had to adopt the comprehensive plan and many of the land development regulations and zoning codes of Miami Dade County. These regulations are in effect until the City completes the lengthy statutory and public participation requirements associated with creating its own customized code. While the County codes are appropriate for planning on a countywide level, they lack some of the flexibility and creativity that can be applied by a smaller unit of government. These regulatory barriers can be time consuming and costly to private development and as such are factored into the cost of development.

With the limited availability of land, the increased cost of construction, the maximum sales price of homes, the devaluation of the dollar, the projected increase in population growth, and the above-mentioned regulatory barriers to development, the City of Miami Gardens must work to establish both financial incentives and streamlined regulatory policies to promote the development of affordable housing within the jurisdiction.

### Strategy to Remove Barriers

The City of Miami Gardens is now in the process of establishing new comprehensive plan and associated land development regulations specific to the City. In recognition of the impact that regulatory requirements have on the cost of development, the City of Miami Gardens has developed goals, objectives, and policies to address affordable housing issues in the City. These policies will guide all future growth management policies established by the City. The goals are as follows:

#### Objective 1.2 Affordable Housing Incentives

Provide incentives to assist in the provision of affordable housing.

**Evaluation Measure #1:** *Adoption of land development regulations and appropriate policies that assist private developers with providing affordable housing.*

**Evaluation Measure #2:** *Number of new affordable housing units.*

- |              |  |
|--------------|--|
| Policy 6.2.1 | Through the comprehensive planning process and the land development regulations, streamline the permitting process providing for efficient review with minimal delays and waiving or reducing costs for development with a substantial affordable housing component. |
| Policy 6.2.2 | Offer technical assistance and referral services to applicants interested in developing affordable housing opportunities.  |
| Policy 6.2.3 | By June 2008, investigate the feasibility of using inclusionary zoning to encourage or require a certain percentage of dwelling units of new development or redevelopment to be set aside for low or moderate-income housing.  |
| Policy 6.2.4 | Consider awarding density and height bonuses for the provision of workforce housing in new developments, on infill sites, or within mixed-use developments as referred to in the Future Land Use Element.  |
| Policy 6.2.5 | Encourage the development of rental housing alternatives for family households.  |

- Policy 6.2.6 By June 2008, examine the feasibility of adopting a mixed income ordinance that requires any new mixed-use development exceeding a specific threshold of units to include an affordable component.
- Policy 6.2.7 Develop incentive programs in conjunction with a Community Design Element of the Comprehensive Development Master Plan for increasing residential housing densities and providing enhanced urban amenities with funding programs for multistory parking, combining public open space, shared parking areas for use in high density/intensity projects and other similar techniques and mechanisms.



## **Homeless Needs (91.205 (b) and 91.215 (c))**

Homeless Needs— The jurisdiction must provide a concise summary of the nature and extent of homelessness in the jurisdiction, (including rural homelessness where applicable), addressing separately the need for facilities and services for homeless persons and homeless families with children, both sheltered and unsheltered, and homeless subpopulations, in accordance with Table 1A. The summary must include the characteristics and needs of low-income individuals and children, (especially extremely low-income) who are currently housed but are at imminent risk of either residing in shelters or becoming unsheltered. In addition, to the extent information is available, the plan must include a description of the nature and extent of homelessness by racial and ethnic group. A quantitative analysis is not required. If a jurisdiction provides estimates of the at-risk population(s), it should also include a description of the operational definition of the at-risk group and the methodology used to generate the estimates.

**Homeless Needs**

The Homeless Trust, in partnership with the City of Miami Gardens, bases their determination of homeless needs on countywide homeless census reports done twice yearly. The last census was conducted in January 2006, and was the lowest point-in-time census in the history of the Homeless Trust with 5,160 homeless people in the County: 1,989 on the streets and 3,171 in Emergency and Transitional Housing. The countywide system of care serves approximately 10,000 homeless men, women, and children per year, with approximately 50% placed into permanent housing as a result of a system-wide strategy to end homelessness.

**Homeless Characteristics**

Data in the Homeless Trust’s Homeless Management Information System indicates that 27% of the homeless counted in January 2006 were homeless families and 9% has served in the U.S. military. Table III-1 illustrates additional characteristics of homeless individuals and families countywide.

**Table III - 1: 2006 Characteristics of Homeless - Countywide**

Sex	
Male	59%
Female	39%
Unknown	2%
Age	
Children - under age 18	28%
Adults - 18 to 60	65%
Elderly - 60 and older	4%
Unknown	3%
Race	
American Indian/Alaskan Native	0%
Asian	0%
Black/African American	59%
White	32%
Native Hawaiian/Other Pacific Islander	0%
Other; Multi-Racial	7%
Unknown	2%
Disabling Conditions	
Physical	1%
Developmental Disability	0.1%
Mental Health	26%

**At Risk Populations**

Individuals and families who are at risk of homelessness are served through a countywide Homeless Helpline, which provides case management, rental, mortgage and utility assistance to those at risk of homelessness. This category includes people who are facing evictions, living doubled up, or are un/underemployed. The Miami Dade Homeless Trust does not provide estimates of at risk populations.

**Homeless – Sheltered Population**

As a part of its Annual Shelter Count Plan, the Homeless Trust has been conducting two homeless counts per year since 1997. The point-in-time data collection date used to complete Part 1 and 2 of the Homeless Population and Subpopulation Chart was January 27, 2006. A

total of 127 people, consisting of 43 outreach workers, 66 volunteers, and 18 police officers, participated in the count. The next counts are scheduled for summer 2006, January 2007 and so on. In addition to the bi-annual census, Homeless Management Information System (HMIS). Sheltered Census data is emailed daily to the entire Miami Dade Continuum of Care.

In January 2006, information regarding sub-populations was also collected from all Continuum of Care (CoC) providers via a point-in-time survey that netted results for sub-population information representing over 2,000 homeless individuals and families. All providers received training on the survey instrument and all surveys were submitted to the Homeless Trust.

The response rate for the surveys was 25% of the countywide sheltered population. The percentages of sub-populations, which were obtained based on outreach, emergency and transitional housing, and supportive services, were as follows:

- 21% chronically homeless,
- 29% seriously mentally ill,
- 25% chronic substance abuse,
- 10 % veterans,
- 5% persons with HIV/AIDS,
- 5% domestic violence, and
- 3% youth

Thus, current sub-population data for emergency, transitional, and unsheltered populations can be estimated based on this statistically significant sample of over 2,000 people. To determine the sheltered subpopulation numbers, the percentages noted above applied to the latest sheltered homeless population count. Table III-1 provides further data on the homeless sheltered and unsheltered populations.

#### **Homeless -Unsheltered Population**

All information regarding unsheltered sub-populations was also collected from Continuum of Care Outreach providers via a point-in-time survey, which was analyzed in the same method as our sheltered population. To determine the current unsheltered subpopulation numbers, the previous year percentages of 27% chronically homeless, 23% seriously mentally ill, 35% chronic substance abuse, 23 % veterans, 10% persons with HIV/AIDS, 5% domestic violence, and 6% youth were used. These percentages were applied to the unsheltered homeless population at the time of the 2006 homeless census which accounted for over 271 unsheltered homeless individuals and families. The response rate was 14% (Table III-1)

#### **Annual Count Plans**

A total of 14 homeless counts have been conducted since April 1997. Five of the counts have been geo-encoded to be able to gauge trends in population shifts. The benefits of these homeless counts for planning purposes make this a top priority for the Miami Dade continuum. This last count involved improved methodology, a record number of volunteers, and the addition of law enforcement officers assigned to each jurisdiction. Homeless Trust staff is responsible for collecting and analyzing all of the data collected. Prior to each count, a mandatory extensive orientation/informational training session takes place for all staff and volunteers wishing to participate in the census.

Table III - 2: Homeless Population and Subpopulation

<b>Continuum of Care Homeless Population and Subpopulations Chart</b>				
<b>Part 1: Homeless Population</b>	<b>Sheltered</b>		<b>Un-sheltered</b>	<b>Total</b>
	<b>Emergency</b>	<b>Transitional</b>		
1. Homeless Individuals	777	854	1,810	3,441
2. Homeless Families with Children	144	237	45	426
2a. Persons in Homeless with Children Families	591	949	179	1,719
<b>Total (lines 1 + 2a)</b>	<b>1,368</b>	<b>1,803</b>	<b>1,989</b>	<b>5,160</b>
<b>Part 2: Homeless Subpopulations</b>	<b>Sheltered</b>		<b>Un-sheltered</b>	<b>Total</b>
1. Chronically Homeless		342	2,567	2,909
2. Severely Mentally Ill		583	0	583
3. Chronic Substance Abuse		503	0	503
4. Veterans		201	0	201
5. Persons with HIV/AIDS		80	0	80
6. Victims of Domestic Violence		291	0	291
7. Youth (Under 18 years of age)		60	0	60
<b>TOTAL</b>		<b>2,060</b>	<b>2,567</b>	<b>4,627</b>

### Unmet Housing Need

In January 2005, the Continuum of Care Sub-Committee met and reviewed a point-in-time survey instrument drafted by the State Office on Homelessness; several changes were made to this document to better reflect and assess the needs of Miami-Dade County. On January 21, 2005 over one hundred outreach, emergency and transitional housing program providers were trained and asked to provide input on a point-in-time survey instrument, which was then modified based on their feedback. On January 27, 2005 the providers conducted the survey of individuals and families who were homeless (unsheltered and sheltered), resulting in a survey representing over 2,000 homeless individuals/families. The survey was completely client driven, in that the results were based purely on what homeless people told us they needed. For example, outreach programs were asked to identify the percentage of clients, broken down by individuals and families, who requested emergency housing, transitional housing or permanent supportive housing; whereas, emergency providers were asked to identify the percentage of clients who requested transitional housing, permanent supportive housing. Individuals participating in one level of care (e.g. transitional housing) were not surveyed as to their need for their present level of care, rather additional services they may need, or the next level of care they need to progress to (e.g. a transitional housing client requesting permanent housing).

The homeless needs were estimated by applying the percentage of type of shelter requested (transitional vs. permanent housing) to the total number of homeless people reported in the latest census. This is then adjusted for current inventory, projects under development, occupancy, and vacancy rates based on information reported in the HMIS the date the survey was administered.

During the development of the Miami Dade Homeless Trust 10 Year Plan, the community took the position that no additional emergency housing was necessary. The boards of the Homeless Trust, Community Partnership for the Homeless (CPHI), and the Miami Coalition for the Homeless, ratified the decision upon adoption of the Plan. Additionally, all housing projects

under development are discussed on a weekly conference call with the Trust's Housing Development Consultant, and all projects submit monthly status progress reports to the Homeless Trust. The Homeless Trust in turn provides constant awareness of the status of these projects and the availability of additional units to the Continuum of Care.

The following tables outline the physical shelter and housing resources available to assist the homeless and formerly homeless in Miami Dade County. The tables also show the gaps between these resources and the enumerated need in the community.

**Table III - 3: Homeless Population & Subpopulation - Shelter & Housing Needs**  
**Continuum of Care Homeless Population and Subpopulations Chart – Shelter & Housing**

<b>Part 3: Homeless Needs Table: Individuals</b>		<b>Needs</b>	<b>Currently Available</b>	<b>Gap</b>
Beds	Emergency Shelters	783	783	0
	Transitional Housing	1,410	920	490
	Permanent Supportive Housing	2,461	1,334	1,127
	<b>Total</b>	<b>4,237</b>	<b>2,921</b>	<b>1,316</b>
Chronically Homeless		831	342	
<b>Part 4: Homeless Needs Table: Families</b>		<b>Needs</b>	<b>Currently Available</b>	<b>Gap</b>
Beds	Emergency Shelters	616	616	0
	Transitional Housing	1,147	965	182
	Permanent Supportive Housing	2,044	1,218	826
	<b>Total</b>	<b>4,224</b>	<b>2,915</b>	<b>1,309</b>



## **Priority Homeless Needs**

1. Using the results of the Continuum of Care planning process, identify the jurisdiction's homeless and homeless prevention priorities specified in Table 1A, the Homeless and Special Needs Populations Chart. The description of the jurisdiction's choice of priority needs and allocation priorities must be based on reliable data meeting HUD standards and should reflect the required consultation with homeless assistance providers, homeless persons, and other concerned citizens regarding the needs of homeless families with children and individuals. The jurisdiction must provide an analysis of how the needs of each category of residents provided the basis for determining the relative priority of each priority homeless need category. A separate brief narrative should be directed to addressing gaps in services and housing for the sheltered and unsheltered chronic homeless.
2. A community should give a high priority to chronically homeless persons, where the jurisdiction identifies sheltered and unsheltered chronic homeless persons in its Homeless Needs Table - Homeless Populations and Subpopulations.

**Priority Homeless Needs**

**Homelessness and Homeless Prevention Priorities**

The Homeless Trust pools the Entitlement Jurisdiction funds for all of Miami-Dade County to provide a wide variety of Homeless Assistance Programs. The City of Miami Gardens along with the cities of Miami, Miami Beach, Hialeah, and North Miami has joined in partnership with the Miami Dade County Homeless Trust to provide countywide Homeless Assistance Services. These funds will go directly to Miami Dade County for regional distribution.

The City of Miami Gardens has mirrored the priorities of the Homeless Trust as our regional service provider. Table III-4 outlines the relative priorities of various categories of homeless needs within the Continuum of Care. Activities which are identified as “Medium” priorities are those which will likely receive Consolidated Plan funding if the applicable formula grants to the City of Miami Gardens are increased during the next five years and. Activities that receive a “Low” priority will not receive Consolidated Plan funding over the next five years without an amendment to this Consolidated Plan.

A “Low” rating does not necessarily diminish the importance of these activities or indicate that there is no need for them in the City. Many activities that are assigned a “Low” priority for CDBG funding are nevertheless important needs for the community or high priorities for other sources of funding. Some activities receive “Low” ratings if the funds that are potentially available under the Consolidated Plan programs would be insufficient to have a meaningful impact on these needs or adequately funding them would result in minimal output or outcome accomplishments relative to the amount of funds expended at the expense of other priority programs.

**Table III - 4: Priority Homeless Needs Funding**

<b>Housing Continuum of Care</b>	<b>Individuals</b>	<b>Families</b>	<b>Funding source</b>
Emergency Shelter	Low	Low	Other, County
Transitional Housing	Low	Low	Other, County
Permanent Supportive Housing	Medium	Medium	Other, County
Chronically Homeless	Medium	Medium	Other, County

Each year the Homeless Trust meets with all of its entitlement partners to establish funding priorities for the upcoming year. The City of Miami Gardens, in partnership with the Miami Dade Homeless Trust, established the priority homeless needs that are identified in this plan.

**Chronic Homelessness**

As illustrated in the Continuum of Care Homeless Population and Subpopulation Chart-Part 3 (see Table III-3), Miami Dade County needs 831 beds to serve the chronically homeless. The County currently has 342 beds available, leaving a gap of 489 beds to serve this population. The Trust, in partnership with the City of Miami Gardens, has given high priority to addressing the problems with the chronically homeless population, and has adopted measurable goals to approach the problem. The Chronic Homelessness Goals are listed in Table III-5 below.

**Table III - 5: Chronic Homeless Goals**

<b>GOAL 1: Carry out activities of 10 Year Plan to End Homelessness, adopted December 2004 by the Miami-Dade County Community. These goals are more specifically outlined below.</b>	
<b>Action Steps</b>	<b>Measurable Achievements</b>
The 10 Year Plan assigns the accomplishment and timelines to accomplish same, of the 10 essentials to specific entities, under the leadership of the Homeless Trust	Ongoing;
<b>GOAL 2: Coordinated Chronic Outreach Program</b>	
<b>Action Steps</b>	<b>Measurable Achievements</b>
Based on the Philadelphia chronic outreach model, Citrus Health Network was awarded the contract to provide: coordinated outreach across all 5 currently funded outreach teams, clinical and psychiatric services, training, Housing 1 <sup>st</sup> placements, long term follow-up by August 05; and a 10% annual reduction in the chronic homeless population by September 06.	Citrus Health Network began their Chronic Outreach Initiative in April 2005. Since that time, 208 chronically homeless individuals have been engaged and 108 have been placed into emergency/ transitional/or permanent housing, with a baseline reduction of 48% to date.
<b>GOAL 3: Track chronically homeless individuals throughout the continuum via HMIS</b>	
<b>Action Steps</b>	<b>Measurable Achievements</b>
<p>a. Track chronically homeless individuals throughout the Continuum via HMIS by August 05</p> <p>b. Implement cross system HMIS to track clients and gather data across systems (behavioral and public health and criminal justice) to identify chronic populations served by multiple systems, reduce recidivism, and to determine if a shared cost model to shift funds into supportive housing by September 06.</p> <p>c. Implement Criminal Mental Health jail diversion referral, enrollment and linkage program, with client service and recidivism tracking via HMIS, and an Evaluation component required by CSAT by January 06.</p>	<p>All chronically homeless individuals on the streets have been referred into a central HMIS program, accessible to all outreach teams.</p> <p>b. In progress, and ahead of schedule, with a pilot program having been initiated in March 2006.</p> <p>c. Program has been implemented with an evaluation underway by Florida International University.</p>
<b>GOAL 4: Expand Safe Havens</b>	
<b>Action Steps</b>	<b>Measurable Achievements</b>
Relocation of Camillus House, a homeless provider, serving a high percentage of chronically homeless individuals in downtown Miami, to a Safe Haven model by March 06.	The City of Miami approved the permitting of this facility in April 2006. Development plans are underway, with a targeted completion date of Dec. 2008.
<b>GOAL 5: Obtain Mainstream Resources: \$2 million in annual set-aside HOME and Surtax funds from the County's Office of Community and Economic Development for capital funding of homeless projects.</b>	
<b>Action Steps</b>	<b>Measurable Achievements</b>
The Homeless Trust, via our Housing Committee, has secured \$2 million in set-aside HOME and Surtax funds from the Miami-Dade County's Office of Community and Economic Development and the Miami-Dade Housing Agency for capital funding of homeless housing projects by January 06.	The Homeless Trust secured an additional \$3 million in HOME and Surtax funds for projects, \$1 million above target.
<b>GOAL 6: Expand Housing First approach</b>	

<b>Action Steps</b>	<b>Measurable Achievements</b>
Obtain funding for Housing First permanent housing model in this year’s HUD application by December 2005.	We are most grateful for the U.S. HUD Award of \$1.7 million for a new Housing 1 <sup>st</sup> Program via Shelter Plus Care.
<b>GOAL 7: Permanent Supportive Housing</b>	
<b>Action Steps</b>	<b>Measurable Achievements</b>
Implement General Obligation Bond program, which includes \$15 million specifically designated for capital funding of permanent supportive homeless housing. Anticipated to create 100 units of permanent supportive housing per year. The Homeless Trust recently requested approval to utilize these funds via a Land Banking model which could provide a recurring source of capital funds for ongoing development by December 2006	Request for Proposals for General Obligation Bond funds will be released ahead of schedule by September 06.
<b>GOAL 8: Implement recommendations from Case Review Committee</b>	
<b>Action Steps</b>	<b>Measurable Achievements</b>
Offer treatment oriented case specific solutions and track trends, identify and remedy gaps related to systemic issues identified via a Multi-Disciplinary Case Review Committee, composed of a broad array of community stakeholders reviewing cases of homeless people or families who “become stuck” in our CoC beyond timeframes by February 2006.	By way of Client Case Conferencing, the Case Review Committee has been reviewing individual cases of clients who are stuck in the Continuum of Care as well as identifying systemic barriers to client progress. Further, via the Miami Coalition for the Homeless \$40,000 have been awarded to address these barriers and offer identification and immigration assistance.
<b>GOAL 9: Implement additional FACT team services</b>	
<b>Action Steps</b>	<b>Measurable Achievements</b>
Three FACT Teams now operate in Miami-Dade County. Referrals from the Homeless Trust, with criminal justice involvement, are given priority by July 2005.	Completed, with three FACT Teams in place by July 2005
<b>GOAL 10: Indoor Meal Plan</b>	
<b>Action Steps</b>	<b>Measurable Achievements</b>
Expand Coordinated Outreach services and training to Faith-Based providers participating in indoor meal sites, targeting chronically homeless people January 06.	The Indoor Meal Program has served over 311,000 meals since inception in February 2005. This has served as an excellent outreach engagement tool for individuals experiencing chronic homelessness.
<b>Goal 11: Execute Interagency Agreement for Discharge Planning</b>	
<b>Action Steps</b>	<b>Measurable Achievements</b>
Execute Interagency Discharge Planning Agreement between the Department of Corrections, the 11 <sup>th</sup> Judicial Circuit, the State Child Welfare System, State Mental Health and Public Health System October 06.	Discussions in process via a newly established Mayor’s Mental Health Task Force. Due date, October 2006.



## **Homeless Inventory** **(91.210 (c))**

The jurisdiction shall provide a concise summary of the existing facilities and services (including a brief inventory) that assist homeless persons and families with children and subpopulations identified in Table 1A. These include outreach and assessment, emergency shelters and services, transitional housing, permanent supportive housing, access to permanent housing, and activities to prevent low-income individuals and families with children (especially extremely low-income) from becoming homeless. The jurisdiction can use the optional Continuum of Care Housing Activity Chart and Service Activity Chart to meet this requirement.

**Table III - 6: Emergency Shelter Housing and Service Activity Charts**

Provider Name	Facility Name	Target Pop.		2005 Year-Round Units/Beds				2005 Other Beds	
		A	B	Family Units	Family Beds	Individual Beds	Total Year-Round	Seasonal	Over-flow/Voucher
<b>Current Inventory</b>									
Camillus House	Beckham Hall Shelter for Men	SM				100	100		
Camillus House	Camillus House Emergency Shelter	SM				40	40		20
Camillus Health Concern	Project Dade Cares Respite	SM				7	7		
Community Partnership for the Homeless	Homeless Assistance Center I	M		40	160	242	402		50
Community Partnership for the Homeless	Homeless Assistance Center II	M		34	150	150	300		30
Miami-Dade Dept. of Human Services	Emergency Housing North	FC		10	49		49		
Miami-Dade Dept. of Human Services	Emergency Housing South	FC		16	64		64		
Miami Bridge	Miami Bridge Youth Shelter North	YMF				48	48		
Miami Bridge	Miami Bridge Youth Shelter South	YMF				20	20		
Miami-Dade Dept. of Human Services	Safe Space-North	FC	DV	13	63		63		
Miami-Dade Dept. of Human Services	Safe Space-South	FC	DV	6	26		26		
Miami Rescue Mission/Men	MRM Men's Lodge	SM				28	28		75
Miami Rescue Mission/Men	MRM Women & Families Lodge	SF				8	8		10
Mother Teresa Mission of Charity	Mother Theresa's Family Shelter	FC			24		24		
Salvation Army	Men	M		15	80	134	214		25
Citrus Health Network	Outreach Coordination	SMF				6	6		
<b>Current Inventory Totals</b>				134	616	783	1,399	0	210
<b>Units Under Development</b>				0	0	0	0	0	0
<b>Unmet Need Totals</b>				0	0	0	0	0	0

Table III - 7: Transitional Housing and Service Activity Charts

Provider Name	Facility Name	Target Pop.		2005 Year-Round Units/Beds			
		A	B	Family Units	Family Beds	Individual Beds	Total Year-Round
		<b>Current Inventory</b>					
South Florida Jail Ministries/Agape	Dorcas	SF				24	24
South Florida Jail Ministries/Agape	Lydia	SF				12	12
Bayview Center for Mental Health	Next Step	SMF				16	16
Better Way of Miami	Substance Abuse Treatment	SM				22	22
Better Way of Miami	SHP 1	SM				15	15
Better Way of Miami	SHP 2					15	15
Better Way of Miami	PAC	SMF				8	8
Camillus House	Non Treatment Employment Program	SMF				50	50
Camillus House	Cottages at Naranja-Singles	FC				16	16
Camillus House	Camillus Airbase-Singles	SMF				30	30
Camillus House	Camillus Airbase-Families	FC		39	177		177
Camillus House	Life Center/Workout Program	SMF				55	55
Camillus House	Camillus Villas Residences	SMF				46	46
Carrfour Corporation	Homestead Transition to Affordable Housing	FC		20	61		61
Carrfour Corporation	South Dade Transition to Homeownership	FC		36	126		126
Catholic Charities/St. Luke's	New Beginnings	SMF				4	4
Catholic Charities	New Life Family	FC		15	48		48
Citrus Health Network	Shaman Transitional Housing	SMF				24	24
Citrus Health Network	Kiva Safe Heaven	SMF				14	14
Citrus Health Network	Crisis Outplacement	SMF				24	24
Citrus Health Network	F.R.A.T. Homeless Youth Program	YMF				8	8
Douglas Gardens Community Mental Health	May fair Apartments Primary Care	SMF				20	20
Douglas Gardens Community Mental Health	Successful Investment	FC	DV	11	42		42
Fellowship House	Homeless Primary Care Services	SMF				12	12
Fellowship House	Fellowship House Safe Haven	SMF				14	14
Harbor House	Veteran's Administration	SM	VETS			10	10
James E. Scott Community Association	JESCA Transitional & Stabilization	SM				35	35
Lutheran Services of Florida	New Beginnings	FC		6	48		48
Lutheran Services of Florida	New Day	FC		5	20		20
Miami-Dade Department of Human	Inn Transition North	DV		19	81		81

Provider Name	Facility Name	Target Pop.		2005 Year-Round Units/Beds			
		A	B	Family Units	Family Beds	Individual Beds	Total Year-Round
Services							
Miami-Dade Department of Human Services	Inn Transition South	DV		56	267		267
Miami-Dade Department of Human Services	Medically Needy Boarding Home Program	SM				40	40
Miami Rescue Mission	Transitional Treatment Program	M		12	29	136	165
New Hope Corps	New Hope Residential	SM				16	16
New Horizons Community Mental Health	Women with Children Program	FC		2	10		10
New Horizons Community Mental Health	Transitional Mental Health Primary Care	SMF				20	20
New Horizons Community Mental Health	P.A.T.H.	SMF				10	10
Riverside Christian Ministries	Pathfinder	SM				12	12
Riverside Christian Ministries	19 Beds SHP	SM				19	19
The Salvation Army	Adult Rehabilitation Center	SM				134	134
The Salvation Army	Here's Hope	SMF	AIDS	3	10	35	45
<b>Current Inventory Totals</b>				224	919	896	1,815
<b>Units Under Development</b>				14	46	24	70
<b>Unmet Needs</b>				45	182	490	672

Table III - 8: Permanent Housing and Service Activity Charts

Provider Name	Facility Name	Target Pop.		2005 Year-Round Units/Beds			
		A	B	Family Units	Family Beds	Individual/CH Beds	Total Year-Round
Citrus Health Network	Mental Health Association	M		9	27	18/2	45
Citrus Health Network	SPC 01-TRA	M		20	84	20/0	104
Citrus Health Network	Elan Project	SMF				20/17	20
Community Health of South Dade (CHI)	93 PROGRAM	M		15	41	10-Oct	51
Community Health of South Dade (CHI)	92 PROGRAM	SMF				10-Oct	10
Douglas Gardens Community Mental Health	Mayfair Apartments/Permanent Housing	SMF				22/0	22
Douglas Gardens Community Mental Health	SS2S+C17	SMF				17/0	17
Douglas Gardens Community Mental Health	SS2S+C25	FC		2	4	23/0	27
Fellowship House	Coconut Grove I	SMF				20/14	20
Fellowship House	Coconut Grove II	SMF				4-Apr	4
Fellowship House	South Dade Apts.	SMF				14/2	14
Family Resources Center	Shepard House	FC		6	21		21
Lutheran Services of Florida	Access	M		35	70	35/1	105
Lutheran Services of Florida	Partners	M		17	36	24/2	60
Lutheran Services of Florida	Housing 1st	M		32	137	Mar-00	140
Miami Beach Community Development Corp.	Jefferson Apartments	SMF				Sep-00	9
Miami Beach Community Development Corp.	Sabrina Apartments	SMF				May-00	5
Miami-Dade Housing Agency	Medvin Apartments	SMF				18/0	18
New Horizons	Shelter Plus 1993	M		20	40	15/7	55
New Horizons	FL14C900054	M		20	60	7-Oct	70
New Horizons	Shelter Plus Care/Individuals	SMF				30/10	30
Volunteers of America	Hogar I	SMF		7	14	43/33	57
Volunteers of America	Hogar II	FC		49	147	1-Jan	148
West Brickell CDC	West Brickell Apartment	SMF			14	26/4	40
<b>Current Inventory Totals</b>				348	1,133	939/312	2,072
<b>Units Under Development</b>				30	85	395/87	480
<b>Unmet Need</b>				198	826	1,127/744	1,953



## **Homeless Strategic Plan**

### **(91.215 (c))**

1. Homelessness— Describe the jurisdiction’s strategy for developing a system to address homelessness and the priority needs of homeless persons and families (including the subpopulations identified in the needs section). The jurisdiction’s strategy must consider the housing and supportive services needed in each stage of the process which includes preventing homelessness, outreach/assessment, emergency shelters and services, transitional housing, and helping homeless persons (especially any persons that are chronically homeless) make the transition to permanent housing and independent living. The jurisdiction must also describe its strategy for helping extremely low- and low-income individuals and families who are at imminent risk of becoming homeless.
2. Chronic homelessness—Describe the jurisdiction’s strategy for eliminating chronic homelessness by 2012. This should include the strategy for helping homeless persons make the transition to permanent housing and independent living. This strategy should, to the maximum extent feasible, be coordinated with the strategy presented Exhibit 1 of the Continuum of Care (CoC) application and

*(Continues on page following)*

***Homeless Strategic Plan (91.215 (c) continued)***

any other strategy or plan to eliminate chronic homelessness. Also describe, in a narrative, relationships and efforts to coordinate the Conplan, CoC, and any other strategy or plan to address chronic homelessness.

3. Homelessness Prevention—Describe the jurisdiction’s strategy to help prevent homelessness for individuals and families with children who are at imminent risk of becoming homeless.
4. Institutional Structure—Briefly describe the institutional structure, including private industry, non-profit organizations, and public institutions, through which the jurisdiction will carry out its homelessness strategy.
5. Discharge Coordination Policy—Every jurisdiction receiving McKinney-Vento Homeless Assistance Act Emergency Shelter Grant (ESG), Supportive Housing, Shelter Plus Care, or Section 8 SRO Program funds must develop and implement a Discharge Coordination Policy, to the maximum extent practicable. Such a policy should include “policies and protocols for the discharge of persons from publicly funded institutions or systems of care (such as health care facilities, foster care or other youth facilities, or correction programs and institutions) in order to prevent such discharge from immediately resulting in homelessness for such persons.” The jurisdiction should describe its planned activities to implement a cohesive, community-wide Discharge Coordination Policy, and how the community will move toward such a policy.

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## Homeless Strategic Plan

### Homelessness Strategy

#### *The Homeless Trust and the City of Miami Gardens*

As required by HUD, each jurisdiction must develop a local continuum of care plan. The City of Miami Gardens in partnership with Miami-Dade County Homeless Trust operates under the Miami-Dade County Community Homeless Plan. The Miami-Dade County Homeless Trust serves as the lead agency implementing a countywide strategy to serve homeless individuals and families throughout the community. The Homeless Trust pools the Entitlement Jurisdiction funds for all of Miami-Dade County to fund a wide variety of Homeless Assistance programs. The City of Miami Gardens along with the cities of Miami, Miami Beach, Hialeah, and North Miami has joined in partnership with the Miami-Dade County Homeless trust to provide countywide Homeless Assistance Services.

#### *Background*

The Miami-Dade County Community Homeless Plan called for the creation of a coordinating body, the Trust, to ensure the implementation of the Plan, administer the proceeds of the food and beverage tax and other resources identified by the Trust for the continuum, and serve in an advisory capacity to the Board of County Commissioners on all issues relating to homelessness. Created in 1993, the Trust built upon the broad-based representation of the local task force responsible for developing the plan and has a 27-member board that is composed of representatives of key stakeholders in the planning and delivery of homeless housing and services in the County.

#### *Organizational Structure*

Trust Board members include: (1) representation of the business and civic community appointed by the Greater Miami Chamber of Commerce; (2) elected officials selected by the Miami-Dade League of Cities and the Board of County Commissioners; (3) homeless advocates; (4) homeless and/or formerly homeless persons; (5) homeless services and housing providers representing the various levels of the continuum and special needs populations; (6) representatives of the religious community representing the three major faiths, selected by the Greater Miami Religious Leaders Coalition; and (7) the ex-officio membership of the local administrator for the State's social service funding agency (the Department of Children and Families) and the superintendent of Miami-Dade County Public Schools.

The Trust Board has a multi-level committee system that encourages and includes the additional representation of housing developers, health care professionals, business leaders, interested citizens and other funding sources for social services. Typically, various committees review policy recommendations prior to review and consideration by the full Trust, allowing additional opportunities for input and discussion. All Trust Board Committee meetings are noticed and open to the general public. Most Trust Board committees meet monthly and include: an Executive Committee to review all major policy initiatives impacting the continuum of care; a Finance and Audit Committee that examines the Trust's budget planning process and identifies funding gaps and other potential sources of funding; a Services Development Committee that develops program policies to ensure the efficient and effective delivery of services; a Housing Development Committee to develop strategies for the further expansion of housing and to identify barriers to housing development; a Criminal Justice Committee to coordinate the efforts of the criminal justice and homeless systems; and, finally, a Long Range Planning Committee that serves as the strategic planning process for the Trust. The Long Range Planning Committee reviews the elements of the long-range plan that has been

developed, gauges progress in the implementation of those initiatives to-date, and recommends other initiatives.

Trust members are represented on all committees to ensure sufficient continuity and coordination of all planning initiatives. A close working relationship between the Trust and the Miami-Dade Housing Agency allows for the improved implementation and administration of the Shelter Plus Care and Section 8 SRO Moderate Rehabilitation projects.

In addition, the Trust has a 12-member staff that is responsible for implementing its policy initiatives. The staff applies for and administers Federal and State Homeless funding, monitors contracted agencies for (fiscal and programmatic) contract compliance, coordinates the movement of homeless persons through the system by maintaining the current database, implements competitive processes, oversees the annual gaps and needs analysis, participates and collaborates with other social service delivery systems, refers homeless individuals to programs funded by the Trust, and develops annual budgets for the use of available resources.

#### ***Services Provided***

The Homeless Trust has two full service Homeless Assistance facilities that provide services to individuals and families throughout the County. These services include health and dental care, Head Start and Child Care, and after-school and educational/vocational programming. Currently the Trust operates 1,399 units of Emergency Housing, 1,815 beds of Transitional Housing, and 2,072 beds of permanent supportive housing. Transitional and Permanent Supportive Housing offer a full array of services targeted toward those with special needs: mental health, substance abuse, HIV/AIDS. Families who are homeless and do not have a disabling condition are offered housing placement assistance through Homeless Trust funded provider agencies. Individuals and families are served in facilities that are situated countywide, regardless of jurisdiction of origin.

**Table III - 9: Miami-Dade Homelessness Strategy**

<b>Goal 1:</b> Carry out activities of 10 Year Plan to End Homelessness adopted December 2004 by the Miami-Dade County Community. These goals are more specifically outlined below.		
<b>Action Steps</b>	<b>Responsible Person/Organization</b>	<b>Target Dates</b>
The 10 Year Plan assigns the accomplishment and timelines to accomplish same, of the 10 essentials to specific entities, under the leadership of the Homeless Trust	Miami-Dade County Homeless Trust	Specifics for each step outlined below through December 2006
<b>Goal 2:</b> Evaluation of Continuum of Care (CoC)		
<b>Action Steps</b>	<b>Responsible Person/Organization</b>	<b>Target Dates</b>
Develop a Plan for overall evaluation of CoC effectiveness	Miami-Dade County Homeless Trust; assigned to Services Development Committee	October 2006
<b>Goal 3:</b> Prevention: Obtain additional \$150,000 in homeless prevention and advocacy funding and improved homeless prevention strategies		
<b>Action Steps</b>	<b>Responsible Person/Organization</b>	<b>Target Dates</b>
Obtain additional prevention funding from Federal, State and Local sources: and expanded coordination with the Greater Miami Prosperity Campaign to homeless families re the Earned Income Tax Credit	Miami Coalition for the Homeless	October 05
<b>Goal 4:</b> Expand Housing 1 <sup>st</sup> Model		
<b>Action Steps</b>	<b>Responsible Person/Organization</b>	<b>Target Dates</b>
Local Food and Beverage funding shifted from transitional non-treatment housing to permanent housing using a Housing 1 <sup>st</sup> Model. This allows three times the number of families and individuals to be served with the same resources and meet the client's expressed desire to move directly into permanent housing.	Homeless Trust	October 2005
<b>Goal 5:</b> Support existing housing and services infrastructure		
<b>Action Steps</b>	<b>Responsible Person/Organization</b>	<b>Target Dates</b>
Obtain match funding from State and AHS for existing supportive services and capital projects.	Alliance for Human Services	July 05

**Table III - 10: Miami Dade Homelessness Strategy Continued**

<b>Goal 6: Track recidivism via HMIS</b>		
<b>ACTION STEP</b>	<b>Responsible Person/Organization</b>	<b>Target Dates</b>
Monitor length of stay and recidivism rates via HMIS	Homeless Trust	
<b>Goal 7: Establish Pre-Development Loan Fund</b>		
<b>ACTION STEP</b>	<b>Responsible Person/Organization</b>	<b>Target Dates</b>
Administer \$400,000 revolving pre-development loan fund for not-for-profits requiring capital funding for pre-development activities.	Florida Community Loan Fund	October, 05
<b>Goal 8: Implement Transitional After Care Services</b>		
<b>ACTION STEP</b>	<b>Responsible Person/Organization</b>	<b>Target Dates</b>
Implement aftercare case management services for individuals/families exiting Homeless Assistance Centers and entering market rate housing.	CPHI	October, 05
<b>Goal 9: Development of Permanent Housing</b>		
<b>ACTION STEP</b>	<b>Responsible Person/Organization</b>	<b>Target Dates</b>
Develop strategies for funding 200 units of supportive housing per year.	Miami-Dade County Homeless Trust; assigned to Housing Committee.	July, 05
<b>Goal 10: Advocate for 30:30 Campaign</b>		
<b>ACTION STEP</b>	<b>Responsible Person/Organization</b>	<b>Target Dates</b>
Ensure that 30% of affordable housing stock is set aside for people at/ below 30% of Area Median Income.	Miami-Dade County Homeless Trust; assigned to Housing Committee.	March, 06
<b>Goal 11: Income and Earnings</b>		
<b>ACTION STEP</b>	<b>Responsible Person/Organization</b>	<b>Target Dates</b>
Expand employment with South Florida Workforce, Vocational Rehabilitation, Financial Literacy, wealth-building strategies and Micro-enterprise via the Greater Miami Prosperity Campaign	Miami-Dade County Homeless Trust; assigned to Services Development Committee.	October, 05

**Chronic Homelessness Strategy**

1. Carry out activities identified in 10 Year Plan to End Homelessness, adopted in December 2004, more specifically outlined below:
2. **Coordinated Outreach to the Chronically Homeless:** Based on the Philadelphia Model Coordinated Outreach Program, in April 2005, the Miami-Dade County Homeless Trust executed a contract with Citrus Health Network for a County-Wide Chronic Homeless Outreach program that includes coordination between all Outreach teams, licensed clinical staff, and a psychiatrist. This program identifies and tracks all chronically homeless people in our CoC via HMIS (including wireless laptop computers for outreach teams immediate HMIS access and referral services in the field), and provides: targeted assessments; clinical

and primary health services; and placement of clients into appropriate permanent supportive housing and treatment. All Homeless Outreach Teams have access to reciprocal information, which focuses efforts on target outreach services to specific individuals experiencing chronic homelessness. Additionally, the contract calls for the identification, by name, of all chronically homeless individuals in Miami-Dade County.

3. **Housing First:** The Homeless Trust made funding Housing First and other models serving the chronically homeless population the number one funding priority of new programs in this application.
4. **General Obligation Bond:** In November 2004, the Voters of Miami-Dade County overwhelmingly passed a General Obligation Bond. The Bond included \$15 million in funding over the next 15 years specifically for the Homeless Trust, to be utilized for capital for permanent supportive housing. These units are earmarked for individuals experiencing chronic homelessness.
5. **Expanded Safe Havens:** At present, the continuum has two Safe Havens located in diverse geographic areas. The Safe Haven model has proven highly effective in engaging the chronic homeless, especially those who are also impacted by mental illness. The Homeless Trust has been supportive and instrumental in obtaining \$1 million in capital funding via the County's Office of Community and Economic Development, and \$700,000 in operational funding via HUD to fund the relocation of Camillus House, a homeless provider, serving a high percentage of chronically homeless individuals via overnight emergency shelter and a soup kitchen in downtown Miami, to a Safe Haven model, allowing chronic homeless individuals to be served in an indoor, low demand 125 bed open space Safe Haven, combined with mental health and substance treatment beds.
6. **Jail Discharge services:** Improve discharge planning from systems most impacted by chronic homelessness, such as local jails, crisis units and hospitals. Misdemeanor arrests account for more than 60% of all homeless arrests. Often, homeless detainees are given "credit for time served," resulting in a very quick revolving door in and out of the criminal justice system. A highly successful jail outreach/discharge program targeting those individuals at release, primarily those released within 1-3 days of arrest, has been implemented inside the County Jail where all releases of homeless individuals are made. Outreach staff are co-located at the Jail and attend arraignments and bond hearings, and work with the public defenders and court disposition specialists to identify chronic homeless individuals. Local Judges, the Public Defenders and the State Attorney's Offices, Corrections and Local Law Enforcement Departments are all involved. This program provides transportation, assessment, case management, emergency housing, and access to the local Continuum of Care. This program is also tracking recidivism and following up on client placements.
7. **Criminal Justice Program:** Through the efforts of a Homeless Trust Board member, Judge Steve Leifman, a highly successful and nationally recognized best practice model links chronically homeless mentally ill individuals meeting Baker Act criteria (voluntary/involuntary commitment) with: case management, crisis stabilization services, and outplacement services into mental health crisis beds, funded via the Homeless Trust. This program also provides crisis intervention team training to local police officers to encourage the appropriate treatment of mentally ill individuals and reduce harm to all involved. This program reduced recidivism from 1196 people a year prior to this program, to 70 people after the first year of implementation. A SAMHSA grant has been implemented providing case management and evaluation of this best practice model.
8. **HMIS:** HMIS will offer access and linkages to the criminal mental health project, via a Health Foundation Grant and cooperative agreement, and will allow a "super-case manager" to track chronically homeless clients across criminal justice, mental health, substance

abuse, crisis stabilization units, and the Homeless Continuum of Care. Client Outcomes, cost analysis, and recidivism, will be evaluated via Florida International University.

9. **A Mental Health Drop-In Center:** Establish a Mental Health Drop-in Center located in an area of high concentration of individuals experiencing chronic homelessness increased contact with case management services, with 651 individuals served since inception.
10. **Regional Planning Efforts:** The Homeless Trust's Executive Director is engaged in the Florida Coalition for the Homeless Regional Planning Committee that is addressing regional strategies for the 10 year plan to end homelessness, as well as local, regional and state strategies toward funding supportive housing.
11. **State Legislative Budget Request:** The Homeless Trust has submitted a \$1 million Legislative Budget Request to fund long-term supportive housing initiatives for chronically homeless people with mental health/co-occurring disorders. This request is of course subject to the approval of the State Legislature and Governor.
12. **Arrest Information:** In order to better track and offer services to chronically homeless individuals, the Homeless Trust is working with the Department of Corrections, the State Attorneys Office, and local law enforcement to modify the arrest forms to indicate whether a person is homeless at the time of arrest. This change will help identify homeless people upon entrance into the criminal justice system and will assist in discharge planning for those individuals.
13. **Florida Assertive Community Treatment (FACT) Team:** The Florida Department of Children & Families administers two FACT teams, with a third dedicated FACT team designed to provide intensive wrap-around services and housing allowances, to homeless individuals who are severely mentally ill, and those who are mentally ill with addiction disorders.

**Homelessness Prevention**

Through the countywide Homeless Hotline, individuals and families at risk of homelessness are assessed and provided with or linked to appropriate services, including but not limited to: case management, rental assistance, mortgage assistance, utility assistance, and other services. FEMA funds via the Emergency Food and Shelter Board are also accessed. The Greater Miami Prosperity Campaign via the Human Services Coalition provides Tax and Earned Income Tax Credit Assistance to individuals residing in our Homeless Assistance Centers and in One-Stop locations throughout the County.

**Institutional Structure**

In 1992, the Governor of Florida created a Task Force on Homelessness to identify strategies for addressing the growing homeless crisis in Miami-Dade County. The Task Force was comprised of diverse stakeholders. Through the efforts of the Task Force, state legislation was passed enabling Miami-Dade County to levy a unique local food and beverage tax at certain restaurants. The beneficiary of the tax was the newly created Miami-Dade County Community Homeless Plan.

This continuum of care plan called for the creation of a coordinating body (the Trust) to ensure the Plan's (and thus the Continuum's) implementation. The Trust is built upon the broad-based representation of the local task force and has a 27-member board that is composed of representatives of key stakeholders in the planning and delivery of homeless housing and services in the county. Staffing is provided via Miami-Dade County and consists of 13 professional positions.

**Discharge Coordination Policy**

The Homeless Trust currently has executed interagency agreements with the Department of Children and Families for youth exiting foster care; the 11<sup>th</sup> Judicial Circuit for mentally ill homeless individuals exiting jail who are homeless upon discharge; and outreach and assessment services at the County Jail, where all individuals who are deemed homeless upon arrest are discharged. These strategies are in place to ensure that individuals discharged from these other systems of care are not homeless upon release. The County's 10 Year Plan to End Homelessness has as a goal the development of a Memorandum of Understanding between the Homeless Trust, the Department of Children and Families, the Courts, the Department of Corrections and the Public Health Trust ensuring that the discharge of individuals from these systems is coordinated and does not result in homelessness.



## **Emergency Shelter Grants** **(ESG)**

*(States only) Describe the process for awarding grants to State recipients, and a description of how the allocation will be made available to units of local government.*

**Emergency Shelter Grants**

**Not Applicable**



## **Community Development** **(91.215 (e))**

1. Identify the jurisdiction's priority non-housing community development needs eligible for assistance by CDBG eligibility category specified in the Community Development Needs Table (formerly Table 2B), – i.e., public facilities, public improvements, public services and economic development.
2. Describe the basis for assigning the priority given to each category of priority needs.
3. Identify any obstacles to meeting underserved needs.
4. Identify specific long-term and short-term community development objectives (including economic development activities that create jobs), developed in accordance with the statutory goals described in section 24 CFR 91.1 and the primary objective of the CDBG program to provide decent housing and a suitable living environment and expand economic opportunities, principally for low-income and moderate-income persons.

*(Continues on page following)*

## **IV: COMMUNITY DEVELOPMENT**

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### **Community Development (91.215 (e) continued)**

NOTE: Each specific objective developed to address a priority need, must be identified by number and contain proposed accomplishments, the time period (i.e., one, two, three, or more years), and annual program year numeric goals the jurisdiction hopes to achieve in quantitative terms, or in other measurable terms as identified and defined by the jurisdiction.

## Community Development

### Priority Non-Housing Community Development

As defined in the City of Miami Garden's mission statement, the City's core community development needs are those activities that enhance the quality of life through the efficient and professional delivery of public services. The City is committed to fostering civic pride, participation and responsible economic development for the community, and as such anticipates using Community Development Block Grant (CDBG) funding to support programs to:

**Develop of state of the art recreational facilities and services:** CDBG and other funding will be used to improve recreational programs and facilities in the Community. Priorities will be placed on projects that improve streets, install sidewalks, provide for pedestrian safety, redevelop parks, plant trees, and create new recreational facilities in low to moderate income neighborhoods.

**Redevelop blighted commercial and residential areas:** CDBG and other funding will be used to strengthen, preserve, and enhance the physical character of and quality of life in City of Miami Gardens neighborhoods. Designated funding will be used to improve the housing stock, and the public infrastructure and facilities, with particular emphasis on the low-income and moderate-income neighborhoods. In addition, code enforcement for existing residential and commercial buildings will be emphasized, so deteriorating properties do not have a detrimental influence on the neighborhoods. Finally, homeownership programs will be supported to help improve community stability by maintaining homeownership rates in the City.

**Improve maintenance of storm water facilities:** Funds will be used to address the lack of storm water facilities, hydraulically inadequate storm water facilities, low lying structures, and locations that have been subject to inadequate system maintenance prior to the incorporation of the City of Miami Gardens. These priorities have been identified in the Storm Water Master Plan, which is the City's program of action for solving storm water management problems throughout the City and in low to –moderate neighborhoods in particular.

**Develop an Economic Development Programs:** The City will provide training, education, and employment opportunities to help expand Miami Garden's workforce, particularly by lifting low-income and moderate-income residents into stronger positions in the evolving economy. Particular emphasis will be placed on programs that cultivate entrepreneurship and create opportunities for larger-scale job creation through site assembly, environmental remediation, building rehabilitation, infrastructure development, technical assistance, and assistance to businesses.

**Create programs and services for elderly residents (Housing):** CDBG and other funding will be used to implement programs that assist elderly low to moderate-income residents with housing rehabilitation and weatherization.

**Neighborhood Revitalization Strategy Areas:** Consistent with these priorities, the City of Miami Gardens anticipates designating one or more low-income and moderate-income areas as Neighborhood Revitalization Strategy Areas (NRSA), so that these initiatives can be more clearly focused and directed toward key target neighborhoods of the City where needs are most clearly defined. Following further neighborhood planning efforts in 2007 and 2008, NRSA designation may be sought for the Bunche Park neighborhood (Census tracts 000403-(5), 000402-(3)(4)).

**Basis for Assigning Priorities**

The priorities for individual Community Development needs identified in this plan are derived from the input obtained from numerous outreach efforts, and consultations used to identify community needs and establish this Consolidated Plan's priorities. Prioritization also takes into consideration the feasibility of projects, the impact of the costs of larger projects on other priorities, the anticipated funding levels for the CDBG program, and other sources of funding that may be available to address established needs.

Activities which are labeled as "High" priorities in the tables below and elsewhere in this plan are those which will receive Consolidated Plan funding, assuming level funding of the City's formula grants over the next five years. Activities which are identified as "Medium" priorities are those which will likely receive Consolidated Plan funding if the applicable formula grants to the City of Miami Gardens are increased during the next five years and may also receive funds if particularly strong projects are identified. Activities that receive a "Low" priority will not receive Consolidated Plan funding over the next five years without an amendment to this Consolidated Plan.

A "Low" rating does not necessarily diminish the importance of these activities or indicate that there is no need for them in the City. Many activities that are assigned a "Low" priority for CDBG funding are nevertheless important needs for the community or high priorities for other sources of funding. Some activities receive "Low" ratings if the funds that are potentially available under the Consolidated Plan programs would be insufficient to have a meaningful impact on these needs, or adequately funding them would result in minimal output or outcome accomplishments relative to the amount of funds expended at the expense of other priority programs.

Activities for which a matrix code has been assigned but are not listed in the table below are either not applicable to Miami Gardens or have not been identified as a priority need to be supported by Consolidated Plan funds over the next five years.

Tables IV-1, IV-2 and IV-3 (consistent with HUD Community Development Needs Table) identify the relative priority of community development activities identified for the October 2006, through September 2011, Consolidated Plan period. Planning and program administration activities have not been included in this chart.

Table IV - 1: Public Facilities and Improvements Priorities

Activity	Matrix Code	Priority	Fund Source
Acquisition of Real Property	01	High	CDBG, City, State
Disposition	02	High	CDBG, City
Public Facilities and Improvements	03	High	CDBG, City
Senior Centers	03A	Medium	CDBG, City
Handicapped Centers	03B	Low	State, Private
Homeless Facilities (non-operating)	03C	Low	County, State
Youth Centers	03D	Medium	CDBG, City
Neighborhood Facilities	03E	Medium	CDBG, City
Parks & Recreational Facilities	03F	Medium	CDBG, City
Parking Facilities	03G	Low	Private
Solid Waste Disposal Improvements	03H	Low	County
Flood Drain Improvements	03I	High	CDBG, City
Water Sewer Improvements	03J	Low	County, other utility providers for City
Street Improvements	03K	High	CDBG, City
Sidewalks	03L	High	CDBG, City
Child Care Centers	03M	Medium	CDBG, City
Tree Planting	03N	Medium	CDBG, City
Fire Stations/Equipment	03O	Low	County
Health Facilities	03P	Low	State, Private
Abused and Neglected Children Facilities	03Q	Low	County
Asbestos Removal	03R	Medium	CDBG, City
Facilities for AIDS Patients (non-operating)	03S	Low	County, State, City of Miami
Operating Costs of Homeless/AIDS patients	03T	Low	County, State, City of Miami
Clearance and Demolition	04	Medium	CDBG, City
Clean-up of Contaminated Sites	04A	Medium	CDBG, City

Table IV - 2: Public Services Priorities

Activity	Matrix Code	Priority	Fund Source
Public Services	05	Medium	CDBG, City
Senior Services	05A	High	CDBG, City
Handicapped Services	05B	Medium	CDBG, City
Legal Services	05C	Low	County, State, Private
Youth Services	05D	High	CDBG, City
Transportation Services	05E	Medium	CDBG, County, State
Substance Abuse Services	05F	Low	County, State
Battered and Abused Spouses	05G	Low	County, State
Employment Training	05H	Medium	CDBG, City
Crime Awareness	05I	Medium	CDBG, City
Fair Housing Activities	05J	Medium	CDBG, City
Tenant/Landlord Counseling	05K	Medium	CDBG, City
Child Care Services	05L	Low	County, State
Health Services	05M	Low	County, State
Abused and Neglected Children	05N	Low	County, State
Mental Health Services	05O	Low	County, State
Screening for Lead Based Paint	05P	Medium	CDBG, City
Subsistence Payments	05Q	Low	County
Homeownership Assistance (Not Direct)	05R	High	CDBG, City
Rental Housing Subsidies	05S	Low	County
Security Deposits	05T	Low	County, State
Interim Assistance	06	High	CDBG, City
Urban Renewal Completion	07	Low	County
Relocation	08	Medium	CDBG, City
Loss of Rental Income	09	Medium	CDBG, City
Removal of Architectural Barriers	10	Medium	CDBG, City
Privately Owned Utilities	11	Low	County

**IV:****COMMUNITY DEVELOPMENT****Table IV - 3: Housing, Economic Development, & Historic Preservation Priorities**

<b>Activity</b>	<b>Matrix Code</b>	<b>Priority</b>	<b>Fund Source</b>
Construction of Housing	12	Medium	CDBG, City
Direct Homeownership Assistance	13	High	CDBG, City
Rehab; Single Unit Residential	14A	High	CDBG, City
Rehab; Multi Unit Residential	14B	Medium	CDBG, City
Public Housing Modernization	14C	Medium	CDBG, City
Rehab; Other Publicly Owned Residential Buildings	14D	Medium	CDBG, City
Rehab; Publicly or Privately Owned Commercial/Industrial	14E	Medium	CDBG, City
Energy Efficiency Improvements	14F	High	CDBG, City
Acquisition	14G	High	CDBG, City
Rehabilitation Administration	14H	High	CDBG, City
Lead Based/Lead Test/Abate	14I	High	CDBG, City
Code Enforcement	15	High	CDBG, City
Residential Historic Preservation	16A	Low	State, Private
Non Residential Historic Preservation	16B	Low	State, Private
CI Land Acquisition/Disposition	17A	Medium	CDBG, City
CI Infrastructure Development	17B	High	CDBG, City
CI Building Acquisition, Construction, Rehabilitation	17C	High	CDBG, City
Other Commercial/Industrial Improvements	17D	High	CDBG, City
ED Direct Financial Assistance to For profits	18A	Medium	CDBG, City
ED Technical Assistance	18B	Medium	CDBG, City
Micro-Enterprise	18C	Low	County, State
HOME/Admin Planning Cost of PJ	19A	Medium	CDBG, City, State
HOME/CHDO Operating Costs	19B	Medium	CDBG, City, State
CDBG Non-profit Organization Capacity Building	19C	Low	County, Private
CDBG Assistance to Institutes for Higher Education	19D	Low	County, Private, State
CDBG operation and Repair of Foreclosed Property	19E	High	CDBG, City
Planned Repayment of Section 108 Loan Principal	19F	Low	CDBG, City
Unplanned Repayment of Section 108 Loan Principal	19G	Medium	CDBG, City
State CDBG Technical Assistance to Grantees	19H	N/A	N/A
Planning	20	High	CDBG, City
General Program Administration	21A	High	CDBG, City
Indirect Costs	21B	High	CDBG, City
Fair Housing Activities	21D	Medium	CDBG, City
Submissions or Applications for Federal Programs	21E	High	CDBG, City
HOME Rental Subsidy Payments	21F	Medium	CDBG, City
HOME Security Deposits	21G	Medium	CDBG, City

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<b>Activity</b>	<b>Matrix Code</b>	<b>Priority</b>	<b>Fund Source</b>
HOME Admin/Planning	21H	Medium	CDBG, City
HOME CHDO Operating Expenses	21I	Medium	CDBG, City
Un-programmed Funds –HOPWA	22	N/A	N/A
Facility based housing- development (HOPWA)	31J	N/A	N/A
Facility based housing – operations (HOPWA)	31K	N/A	N/A
Short Term Rent mortgage utility (HOPWA)	31G	N/A	N/A
Tenant Based Rental Assistance (HOPWA)	31F	N/A	N/A
Supportive Service (HOPWA)	31E	N/A	N/A
Housing Information Services (HOPWA)	31I	N/A	N/A
Resource Identification (HOPWA)	31H	N/A	N/A
Administration– Grantee (HOPWA)	31B	N/A	N/A
Administration – project sponsor (HOPWA)	31D	N/A	N/A

**Obstacles to Meeting Underserved Needs**

The primary obstacle to meeting underserved needs is funding. The lack of available funds that has been discussed elsewhere in this plan severely limits the levels of accomplishment that are possible and in many cases forces difficult choices between worthy needs, leaving some unmet.

A prime example is the extremely high cost of housing in South Florida. The ability of the City of Miami Gardens to ensure the availability of affordable housing for all residents, and the amenities necessary to support their desired lifestyle, is severely limited by housing costs.

In Economic Development circles, activities are often measured in terms of job creation. Meeting all of the employment needs in any community can be compromised by factors and trends in the global, national, and regional economies that are beyond the control of a local jurisdiction. Taxation policies, labor standards, and regulatory programs of the state and federal government can all also pose obstacles to a City’s meeting its job creation goals.

Finally, many public service activities have been particularly hard hit by the recent cycle of active hurricane seasons, which limits the City’s ability to move forward with improvements when it is forced to address life and safety emergencies created by natural disasters.

**Specific Long Term and Short Term Objectives**

For each of the activities identified above with a “High” priority, the following tables (consistent with HUD Community Development Needs Table) provide specific output accomplishment goals. These items are listed under the five community priorities as defined by the City of Miami Gardens residents in the 2005 visioning process. Because funding for “Medium” and “Low” priority activities is not expected to be available, accomplishment goals are not provided. Where multiple activities will support the same projects, some have been removed from this table to eliminate potential redundancies.

All proposed and projected accomplishments are five-year goals based on the presumption of continued level funding of all programs at Federal Fiscal Year 2006 levels and are subject to the availability of funds. Accomplishments will necessarily change if funding is reduced or increased during the five year planning period. A discussion of anticipated outcomes for each conceptual goal is as follows:

**Table IV - 4: Develop State of the Art Recreational Facilities and Services**

<b>Activity</b>	<b>Accomplishment Unit</b>	<b>Goal</b>
Acquisition of Real Property	People (Area Benefit)	5,000
	Public Facilities (Parks Improvement)	2
Disposition	People (Area Benefit)	5,000
Public Facilities and Improvements	Public Facilities	2
Youth Services	People Served	2,000

Priority projects in this category include the acquisition of land for additional parks and recreational facilities in low to moderate income neighborhoods, improvements to existing park facilities, and support for public service activities that benefit youth populations. These activities will assist the City of Miami Gardens in moving closer to achieving its goal of developing state of the art recreational facilities and services for the residents of Miami Gardens.

**Table IV - 5: Redevelop Blighted Commercial and Residential Areas**

<b>Activity</b>	<b>Accomplishment Unit</b>	<b>Goal</b>
Direct Homeownership Assistance	Households	100
Homeownership Assistance (not direct)	People (Served)	2,000
Rehab; Single Unit Residential	Housing Units	100
Energy Efficiency Improvements	Housing Units	10
Acquisition	Housing Units	5
Code Enforcement	People (Area Benefit)	5,000
Infrastructure Development	Businesses	5
CDBG Operation & Repair of Foreclosed Property	Housing Units	5

The priority projects in this category includes first-time homebuyers programs, housing rehab project befitting low to moderate income residents with a focus on energy efficiency, code enforcement activities to eliminate substandard and blighted influences, and commercial area infrastructure improvement.

**Table IV - 6: Improve Maintenance of Storm Water Facilities**

<b>Activity</b>	<b>Accomplishment Unit</b>	<b>Goal</b>
Street Improvements	Public Facilities (Linear Feet)	5,000
Sidewalks	Public Facilities (Linear Feet)	2,000
Interim Assistance	People (Area Benefit)	5,000
Flood Drain Improvements	Public Facilities (Linear Feet)	1,000

Priority projects in this category include improvements to residential and commercial storm water draining facilities to address flooding issues citywide as well as street and sidewalk improvements in low to moderate income neighborhoods.

**Table IV - 7: Develop Economic Development Programs**

<b>Activity</b>	<b>Accomplishment Unit</b>	<b>Goal</b>
Building Acquisition, Construction, Rehabilitation	Businesses	5
Commercial/Industrial Improvements	Organization	5

Priority projects in this category include Economic Development activities to improve blighted conditions within commercial corridors citywide.

**Table IV - 8: Create Programs and Services for Elderly Residents**

<b>Activity</b>	<b>Accomplishment Unit</b>	<b>Goal</b>
Senior Services	People Served	1,000

Priority projects in this category include programming and services to assist elderly residents.



## **Antipoverty Strategy** **(91.215 (h))**

1. Describe the jurisdiction's goals, programs, and policies for reducing the number of poverty level families (as defined by the Office of Management and Budget and revised annually). In consultation with other appropriate public and private agencies, (i.e. TANF agency) state how the jurisdiction's goals, programs, and policies for producing and preserving affordable housing set forth in the housing component of the consolidated plan will be coordinated with other programs and services for which the jurisdiction is responsible.
2. Identify the extent to which this strategy will reduce (or assist in reducing) the number of poverty level families, taking into consideration factors over which the jurisdiction has control.

## **Antipoverty Strategy**

### **Goals Programs and Policies for Reducing Poverty**

The City of Miami Gardens Anti-Poverty Strategy describes the programs and policies that will be utilized to reduce the number of households with incomes below the poverty line, in coordination with affordable housing efforts. The City's Department of Community Development will deploy a strategy responsive to the needs of low-income citizens and disadvantaged populations throughout the City.

The Department of Community Development will further the U.S. Department of Housing and Urban Development (HUD) national objectives by coordinating the priorities established in the City's visioning process with goals and objectives adopted by HUD. The City's strategy will:

- Work with the existing program to maximize program dollars for its residents.
- Leverage potential CDBG eligible activities with private, state, and local funds.
- Create Neighborhood Revitalization Strategy Areas to maximize funding and program opportunities in neighborhoods with greater than 70% low to moderate-income residents.

All of the program activities detailed in the 2006-2011 Consolidated Plan are a part of the City's comprehensive approach to eliminating poverty:

- **Economic Development** activities that generate living wage jobs and community sustainability.
- **Housing Programs** that provide access to homeownership, which in turn promotes community stability.
- **Neighborhood Improvement Projects** that help create safer neighborhoods.
- **Education Programs** that prepares citizens for participation in the economic and social fabric of the community.

### **Impact on Poverty Rates**

Unfortunately, these efforts, backed by extremely limited funds, are unlikely to have a significant impact on the total number of poverty level families in City of Miami Gardens. Factors beyond the control of the local jurisdiction, even with adequate funding, including the regional and national economies and the regional cost of living and housing will be far more influential than any actions a local government can take.

According to the 2000 US Census, 18% of the residents in Miami Gardens are currently classified as "poor". This statistic may not effectively measure the true extent of income-related need. One commonly cited weakness is that the US Census Bureau figures apply uniformly across the country, even though the cost of living ranges widely from region to region. A second weakness identified by the U.S. Office of Management and Budget (OMB) is that the US Census poverty statistics are based on assumptions about the cost of food and its percentage as a portion of the family budget. This cost also varies geographically.

Ultimately, with a median household income of \$37,663 in 2000, many City of Miami Gardens families struggle to attain self-sufficiency. Nearly all Consolidated Plan funds are spent to benefit people who are clearly falling below the self-sufficiency standard. However, with limited

## **IV: COMMUNITY DEVELOPMENT**

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funds, it is difficult to make significant measurable progress toward reducing poverty rates in Miami Gardens by any standard.



**Low Income Housing**  
**Tax Credit (LIHTC) Coordination**  
**(91.315 (k))**

1. (States only) Describe the strategy to coordinate the Low-income Housing Tax Credit (LIHTC) with the development of housing that is affordable to low-income and moderate-income families.

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**Low Income Housing Tax Credit Coordination**

**Not Applicable**



## **Non-Homeless Special Needs** **(91.205 (d) and 91.210 (d))** **Analysis (including HOPWA)**

1. Estimate, to the extent practicable, the number of persons in various subpopulations that are not homeless but may require housing or supportive services, including the elderly, frail elderly, persons with disabilities (mental, physical, developmental, persons with HIV/AIDS and their families), persons with alcohol or other drug addiction, and any other categories the jurisdiction may specify and describe their supportive housing needs. The jurisdiction can use the Non-Homeless Special Needs Table (formerly Table 1B) of their Consolidated Plan to help identify these needs.

\*Note: HOPWA recipients must identify the size and characteristics of the population with HIV/AIDS and their families that will be served in the metropolitan area.

*(Continues on page following)*

**Community Development (91.215 (e) continued)**

2. Identify the priority housing and supportive service needs of persons who are not homeless but require supportive housing, i.e., elderly, frail elderly, persons with disabilities (mental, physical, developmental, persons with HIV/AIDS and their families), persons with alcohol or other drug addiction by using the Non-homeless Special Needs Table.
3. Describe the basis for assigning the priority given to each category of priority needs.
4. Identify any obstacles to meeting underserved needs.
5. To the extent information is available, describe the facilities and services that assist persons who are not homeless but require supportive housing, and programs for ensuring that persons returning from mental and physical health institutions receive appropriate supportive housing.
6. If the jurisdiction plans to use HOME or other tenant based rental assistance to assist one or more of these subpopulations, it must justify the need for such assistance in the plan.

**Non-Homeless Special Needs Analysis****Special Needs Estimates**

Table V-1 below (consistent with HUD Non Homeless Special Needs Table) outlines the estimated populations of persons in various identified categories who may have special needs for housing and supportive services in Miami Gardens.

**Table V - 1: Estimated Population with Housing/Service Needs**

Category	Estimated Persons w/ Housing Needs	Estimated Persons w/Supportive Services Need
Elderly	167	108
Frail Elderly	158	102
Persons w/ Severe Mental Illness	93	93
Developmentally Disabled	66	589
Physically Disabled	123	1,100
Alcohol/Other Drug Addicted	28	259
Persons w/ HIV/AIDS and their families	-	-
Public Housing Residents	8,451	-
<b>Total</b>	<b>9,086</b>	<b>2,251</b>

***Methodology for data collection***

Census data for Census Designated Places (CDP) in the City were used as the primary basis for identifying these needs. Housing needs are expressed in terms of beds, as opposed to housing units. Census Data Set SF-3, Table PCT 26 – Sex By Age By Types of Disability for the Civilian Non-Institutionalized Population, was used as the primary data source. Analysis of data from this table leads to the creation of demand factors. These demand factors were applied to the City's current population (106,566 residents) and were used as the basis to generate housing and supportive services needs estimates. Population data in Table PCT 26 is presented for the following disability categories, by age group: Sensory; physical; mental; self-care disabilities; and two or more disabilities. Once estimates were prepared for total service needs, assumptions were applied to determine the distribution between housing (beds) versus supportive services needs (i.e. non-housing).

***Elderly and Frail-Elderly Housing and Supportive Services Needs***

Elderly and Frail-Elderly persons making 50% or less of median income, and experiencing cost burden in excess of 50% are targeted populations (i.e. an estimated 1,188 residents). Further, Elderly in need were assumed to have at least one disability, while Frail-Elderly in need were assumed to have two or more disabilities. A special category, "go-outside-of-home disability" was included for the elderly (65 and older) population. These data were used to estimate the demand for Frail Elderly housing needs (beds).

In terms of housing needs, Elderly (one disability) residents with a "go-outside-of-home" disability represent 14.1% of the City's 65 years and older target population, or 167 residents (i.e. beds); while, Frail-Elderly (two or more disabilities) residents with a "go outside of home" disability represent an additional 13.3%, or 158 residents (i.e. beds).

In terms of supportive services needs, Elderly (one disability) residents without a "go-outside-of-home" disability represent 9.1% of the City's 65 years and older target population, or 108 residents, while Frail-Elderly (two or more disabilities) residents without a "go-outside-of-home" disability represent an additional 8.6%, or 102 residents.

***Persons with Severe Mental Illness Housing and Supportive Services Needs***

Persons with a mental disability represent 1.9% of the City's population, and it was further assumed that of this total, 10% (186 residents) are severely mentally ill. Residents over the age of 65 are excluded from this category, as they would be accounted for in the Elderly and Frail-Elderly needs category. Of this total, it was further assumed that 50%, or 93 residents, require supportive housing, while the balance (93 residents) require supportive services.

***Developmentally Disabled Housing and Supportive Services Needs***

Developmentally disabled residents are assumed to have a sensory disability. Residents over the age of 65 are excluded from this category, as they would be accounted for in the Elderly and Frail-Elderly needs category. Developmentally disabled persons are estimated to represent 0.67% of the City's population, or 655 residents. Of this total, it is estimated that 90% (589 residents) require supportive services, while 10% (66 residents) require supportive housing.

***Physically Disabled Housing and Supportive Services Needs***

Residents over the age of 65 are excluded from this category, as they would be accounted for in the Elderly and Frail-Elderly needs category. Physically disabled persons are estimated to represent 1.25% of the City's population, or 1,223 residents. Of this total, it is estimated that 90% (1,100 residents) require supportive services, while 10% (123 residents) require supportive housing.

***Alcohol/Other Drug Addicted Housing and Supportive Services Needs***

Data published by the North-Miami Community Health Initiative were used to prepare this table. According to the Department of Children and Families of the Miami-Dade County Health Department, 2,798 adults, or 0.27% of the population, residing in the North Miami-Dade area received substance abuse services during the year 2000.

Applying this rate to the current population of Miami Gardens (located within the North-Miami area) results in an estimated 287 residents requiring substance abuse services in the City. It was further estimated that 10% of this number, or 28 residents, require alcohol/ drug addicted housing needs, while 90%, or 259 residents, require supportive services.

**Priority Non-Homeless Special Needs**

Table V-2 below (consistent with HUD Non Homeless Special Needs Table) identifies the relative priority needs for various identified special needs categories for housing and supportive services in Miami Gardens. For activities identified as "High" and "Medium" priorities, primary potential Consolidated Plan funding sources are noted.

**Table V - 2: Housing and Supportive Service Needs**

<b>Special Needs Category</b>	<b>Housing</b>	<b>Supportive Services</b>
Elderly	High	High
Frail Elderly	High	High
Persons w/ Severe Mental Illness	Low	Low
Disabled (Develop or Physical)	Medium	Low
Alcohol/Other Drug Addicted	Low	Low
Persons w/ HIV/AIDS	Low	Low
Public Housing Residents	Medium	Medium

Activities which are labeled as "High" priorities are those which will receive Consolidated Plan funding, assuming level funding of the City's formula grants over the next five years. Activities

which are identified as “Medium” priorities are those which will likely receive Consolidated Plan funding if the applicable formula grants to the City of Miami Gardens are increased during the next five years and may also receive funds if particularly strong projects are identified. Activities that receive a “Low” priority will not receive Consolidated Plan funding over the next five years without an amendment to this Consolidated Plan.

**Basis for Assigning Priorities**

The priorities for individual Non-Homeless Special Needs categories identified in this plan are derived from the input obtained from numerous outreach efforts, and consultations used to identify community needs and establish this Consolidated Plan’s priorities. Prioritization also takes into consideration the feasibility of projects, the impact of the costs of larger projects on other priorities, the anticipated funding levels for the Consolidated Plan programs, and other sources of funding that may be available to address established needs.

A “Low” rating does not necessarily diminish the importance of these activities or indicate that there is no need for them in Miami Gardens. Many activities that are assigned a “Low” priority in this plan are nevertheless important needs for the community or high priorities for other sources of funding. Some activities receive “Low” ratings if the funds that are potentially available under the Consolidated Plan programs would be insufficient to have a meaningful impact on these needs or adequately funding them would result in minimal output or outcome accomplishments relative to the amount of funds expended at the expense of other priority programs. The “Low” designations for several special needs housing activities are based on the limited availability of funds. Others receive a “Low” rating if there is less capacity within the local institutional structure for this plan to adequately address those needs than is available through state agencies and other entities.

**Obstacles to Meeting Underserved Needs**

The primary obstacle to meeting underserved needs among these populations is limited funding. The lack of available funds that has been discussed elsewhere in this plan severely limits the levels of accomplishment that are possible and in many cases forces difficult choices among worthy needs, leaving some unmet.

**Existing Facilities and Services**

There are 537 assisted housing units for the elderly in the City of Miami Gardens. In addition, the Miami Dade Housing Authority has 40 public housing units for the elderly located within the City. Table V-3 outlines the supportive service programs that are available for residents with non-homeless special needs.

**Table V - 3: Existing Agencies that Provide Services in the City**

<b>Population</b>	<b>Facility/Agency</b>	<b>Services</b>
<b>Elderly and Frail Elderly</b>	Miami Dade Housing Authority	Subsidized Housing (40 units)
	Assisted Housing Facilities	Subsidized Housing (422 units)
	Easter Seals	Adult day care to frail older adults and people afflicted with dementia and related disorders.
	Holy Temple Human Services	Assists the elderly to live independently at home. Coordinates services.
	JCS Senior Meals	Home-based nutrition assessment, counseling and meals on a temporary basis, to elders confined to their homes.
	Little Brothers-Friends of the Elderly	Transportation, home repair, and socialization for elderly
	Nanay, Inc.	Recreational Services for the elderly
	North Miami Foundation for Senior Citizens' Services	Transportation for frail Seniors
	United Home Care Services	Case Management and in home services
<b>Persons with Mental Illness</b>	Family Central	Infant mental health intervention, therapy, developmental tutoring, and/or behavioral therapy as intervention modalities, addressing social, emotional and developmental needs.
	The Children's Psychiatric Center	Provides a Life Mentor who acts as a surrogate parent to approximately 20 young adults ages eighteen to twenty-two.
<b>Persons with Disabilities</b>	Carrfour Supportive Housing	Case management, employment training, life skills, recovery support and children's services.
	Center for Independent Living	Independent living and advocacy program that will increase academic and life skills for people with disabilities
	Community Committee for Developmental Handicaps	Provides family support and educational services to individuals with physical, developmental and sensory disabilities and their families.
<b>Persons with Disabilities</b>	Deaf Services Bureau	Education and Advocacy Program will assist deaf and hard-of-hearing individuals to achieve a more independent lifestyle.
	Hearing and Speech Center of Florida	Provides developmentally disabled or delayed clients with speech-language and occupational therapy sessions
	Spinal Cord Living – Assistance Developments Inc.	Maximizes access to services and community inclusion for individuals with physical, developmental or sensory disabilities and their families/caregivers.
<b>Alcohol/Drug Addicted</b>	Better Way of Miami	Provides treatment, housing and services continuum to local addicted. Assesses clients/residents, prepares them for work, assures job placement and job retention towards a self-sufficient life in recovery.

**V: NON-HOMELESS SPECIAL NEEDS**

Use of HOME or other Tenant Based Rental Assistance

Not applicable



## **Specific Special Needs Objectives (91.215)**

1. Describe the priorities and specific objectives the jurisdiction hopes to achieve over a specified time period.
2. Describe how Federal, State, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by the strategic plan.

**Specific Special Needs Objectives****Specialized Priorities**

Due to limited funding, the City of Miami Gardens anticipates supporting only those activities identified as “high” priorities among non-homeless special needs. If additional funding is available or a particularly strong project is proposed, “medium” priorities may also be considered. The following table, Table V-4, projects the non-homeless special needs populations that will be served with housing and supportive services activities during this five-year consolidated planning period. The totals listed do not necessarily reflect unique persons served since many activities will continue to serve ongoing needs of the same individuals for more than one program year

**Table V - 4: Special Needs 5 year Goals**

Special Needs Category	Housing	Supportive Services
Elderly	50 people	250 people
Frail Elderly	50 people	250 people

**Use of Available Resources**

The activities listed in table V-4 will be funded through the CDBG program in Miami Gardens to serve the priority special needs populations identified above. The City of Miami Gardens does not receive HOPWA funding. As such, programs and services regarding this funding source are not addressed in this Consolidated Plan. The City of Miami is the lead agency for the HOPWA program in Miami Dade County, and as such, they administer the funds countywide.

In addition to the CDBG funding the City of Miami Gardens is working through the State of Florida to obtain additional funding through the HOME and SHIP programs.



## **Housing Opportunities for People with AIDS (HOPWA)**

1. The Plan includes a description of the activities to be undertaken with its HOPWA Program funds to address priority unmet housing needs for the eligible population. Activities will assist persons who are not homeless but require supportive housing, such as efforts to prevent low-income individuals and families from becoming homeless and may address the housing needs of persons who are homeless in order to help homeless persons make the transition to permanent housing and independent living. The plan would identify any obstacles to meeting underserved needs and summarize the priorities and specific objectives, describing how funds made available will be used to address identified needs.
2. The Plan must establish annual HOPWA output goals for the planned number of households to be assisted during the year in: (1) short-term rent, mortgage and utility payments to avoid homelessness; (2) rental assistance programs; and (3) in housing facilities, such as community residences and SRO dwellings, where funds are used to develop and/or operate these facilities. The plan can also describe

*(Continues on page following)*

**Community Development (91.215 (e) continued)**

the special features or needs being addressed, such as support for persons who are homeless or chronically homeless. These outputs are to be used in connection with an assessment of client outcomes for achieving housing stability, reduced risks of homelessness and improved access to care.

3. For housing facility projects being developed, a target date for the completion of each development activity must be included and information on the continued use of these units for the eligible population based on their stewardship requirements (e.g. within the ten-year use periods for projects involving acquisition, new construction or substantial rehabilitation).
4. The Plan includes an explanation of how the funds will be allocated including a description of the geographic area in which assistance will be directed and the rationale for these geographic allocations and priorities. Include the name of each project sponsor, the zip code for the primary area(s) of planned activities, amounts committed to that sponsor, and whether the sponsor is a faith-based and/or grassroots organization.
5. The Plan describes the role of the lead jurisdiction in the eligible metropolitan statistical area (EMSA), involving (a) consultation to develop a metropolitan-wide strategy for addressing the needs of persons with HIV/AIDS and their families living throughout the EMSA with the other jurisdictions within the EMSA; (b) the standards and procedures to be used to monitor HOPWA Program activities in order to ensure compliance by project sponsors of the requirements of the program.
6. The Plan includes the certifications relevant to the HOPWA Program.

**V: NON-HOMELESS SPECIAL NEEDS**

**Housing Opportunities for People with AIDS (HOPWA)**

**Not Applicable**