

City of Miami Gardens
Department of Community Development



Consolidated Annual Performance and
Evaluation Report (CAPER)
Fifth Program Year
2010-2011

DRAFT



Fifth Program Year CAPER (DRAFT)

The CPMP Consolidated Annual Performance and Evaluation Report includes Narrative Responses to CAPER questions that CDBG, HOME, HOPWA, and ESG grantees must respond to each year in order to be compliant with the Consolidated Planning Regulations. The Executive Summary narratives are optional.

The grantee must submit an updated Financial Summary Report (PR26).

GENERAL

Executive Summary

This module is optional but encouraged. If you choose to complete it, provide a brief overview that includes major initiatives and highlights that were proposed and executed throughout the fifth year.

Program Year 5 CAPER Executive Summary response:

The City of Miami Gardens completed a successful fifth program year. It is evident from current economic conditions that sustaining affordable housing stock remains the highest priority in this community. With the rapid increase of abandoned and foreclosed homes and the continuing decline in home values, it is imperative to keep focus on preservation of the current housing stock while encouraging homeownership. Funds from the Neighborhood Stabilization Program and Recovery Act continued to be used to implement revitalization strategies in communities with high foreclosure rates and deteriorating housing stock. Additionally, the City continued its focus on developing partnerships with agencies throughout our community in order to reach more residents and businesses and to leverage program funds.

Outlined below is a summary of the activities and initiatives undertaken during Program Year 5 as well as the associated accomplishments.

PUBLIC SERVICES

After School Tutoring Program

The JPM Centre at Miami Gardens Drive, Inc. (JPM), a local non-profit, was awarded \$30,000 in funding to administer an after school tutoring program. This program provided services to youth ages 6 to 17. The program was designed with a focus on deterring youth from low-income families from participating in activities that could put them at risk of juvenile delinquency and immoral lifestyles. Besides the basic educational curriculum, youth in the program received instruction and mentoring on topics such as conflict resolution, anger management, self esteem, nutrition, health and personal choices. The program also contained a parental component that required parent participation in workshops that included subjects like positive parenting styles,

discipline techniques and communication styles. Originally, the program planned for 30 youth to receive tutoring services; however the program actually served 96 youth during the contract period, which was Oct 1, 2010 thru Sept. 30, 2011. All students received a math and reading pre- and post- assessment. 83% of the students saw an increase in their math skills, and 91% saw an increase in their reading skills. As a result, the student's FCAT reading scores have increased 2-3% for the 2010-11 school year. This program will continue in the next year (2011-12).

Home Delivered Meals for the Elderly

During the 2010-2011 program year, 17,608 nutritionally balanced meals were delivered to the homes of 69 elderly citizens during the contract period of Oct. 1, 2009 thru Sept. 30, 2010. (Although the program has consistently served only 69 clients at any one time, over the course of the year, 5 individuals dropped out of the program, therefore the total number of individuals touched is 74.) The City continued its partnership with Sunshine For All, a nonprofit agency providing the meals, with a contract amount of \$128,543.50. Each program participant received one meal per day, 5 days a week throughout the contract period. Funding for this needed service will continue in the next program year (2011-12). There is currently a waiting list of 49 people for this program.

Services for Victims of Child Abuse

Kristi House, Inc. was awarded \$49,321 in public service funding to provide services to Miami Gardens youth and their non-offending family members who are victims of child sexual abuse. Clients are children and youth from age 2 to 18. The program proposed to serve 40 children, however 60 children were served during the contract period Oct 1, 2010 thru Sept 30, 2011. Case Coordinators provided comprehensive wrap-around services to the youth and their families; and Therapist provided mental health intervention services to reduce the traumatic psychological effects of the abuse, improve mental health functioning of the child and increase social interactions of the family.

- Of the 60 client cases, 42 of them were closed, of which 39 were closed successfully; this represents a 93% successful closure rate. (3 cases were closed unsuccessfully because the families declined services and 18 remain open)
- 75% (or 29 of the successfully closed cases) reported improved or stable behavioral and social functioning for their child.
- 100% of the families receiving services remained intact.

FCAT Tutoring and Summer Program

Harvest Fire Family Enrichment Center, a local non-profit, received \$4,488 to conduct an FCAT and Summer Tutoring program to low-to-moderate income youth in Miami Gardens. The program catered to youth in elementary and middle school, and includes tutoring to prepare them for the annual FCAT exam as well as a summer educational program to prepare them for the next school year. Harvest Fire proposed to serve 15 youth, but actually served 17 during the contract period from Oct 1, 2010 thru Sept 30,

2011. As of the date this report was prepared, Harvest Fire had not submitted the year-end accomplishment report to the Dept of Community Development.

Financial Fitness Boot Camps

YVE & Associates, Inc. received \$6,040 to perform financial fitness boot camps for City of Miami Gardens businesses and entrepreneurs. Originally 6 boot camp workshops were proposed; however, due to low turnout only 5 were conducted during the contract period from April 1 thru Sept 30, 2011. A total of 24 small business owners attended these boot camps, 12 of which were low-to-moderate income Miami Gardens residents.

HOUSING PROGRAMS

Housing Rehab

The Department administers various types of housing programs including rehabilitation, disaster recovery and homeownership assistance (down payment/closing cost). These programs are funded using various funding sources including CDBG, SHIP, and State CDBG funding through a sub-recipient agreement with Miami-Dade County. The City's housing programs have been widely successful. In just 5 years, the City has performed rehabilitation on 138 homes, 30 with CDBG, 24 with SHIP, and 84 with State CDBG funds. This amounts to 27 rehabilitations per year, or 2.5 per month. Each housing rehabilitation project done with these funds is performed using licensed and insured general contractors. Each contractor is required to pull a building permit for the work to be performed, and as work is being completed, both a Community Development inspector and Building Department inspector inspect and sign off on the progress payments submitted by the contractor. Additionally, the homeowner is also required to sign off on the progress payments to ensure that work is being completed satisfactorily.

The rehabilitation program has provided better safety and living conditions for residents that would not have been able to afford such improvements. During this program period, the City has completed a total of 3 rehab projects with CDBG, and have leveraged funds from SHIP and State funded CDBG to complete an additional 15 rehab projects. Although our housing program has been successful, we still face the same challenges as in previous years; identifying qualified applicants due to homeowners being delinquent on mortgage payments and taxes or not having the appropriate homeowners insurance. Additionally, 2 residents received assistance with down payment and closing costs through our homeownership assistance program.

Energy Efficiency and Conservation Programs

In Program Year 4 the Department of Community Development developed several programs with energy efficiency and water conservation as the goal. These programs were continued into Program Year 5. The Residential Energy Efficient Retrofits Program consists of insulation installation (or replacement) and replacement of existing central air conditioning units of 14 SEER or lower. CDBG-Recovery funds are being utilized for this program. We are also leveraging funds from the Energy Efficiency and Conservation Block Grant (EECBG) program to provide these retrofits in households whose income is

greater than 80% AMI. During the 2010-11 program year, 45 homes received retrofits (27 with CDBG-R and 18 with EECBG). Since the program's inception a total of 55 homes have received retrofits (36 with CDBG-R and 19 with EECBG).

The City also completed its Water Efficient Fixtures for Low-Income Seniors program. Through a partnership with Miami-Dade County Water and Sewer Department (WASD) the City installed low-flow toilets, shower heads and aerators in senior's homes. The City, through its approved and licensed plumbers, performed the installation of the fixtures using \$5,863 of CDBG funds to pay for required permits and labor. As of the end of the program year, 36 high water use toilets have been replaced with *WaterSense* label toilets, and low volume shower heads and aerators have been provided to 23 program participants. *WaterSense* toilets use 20% less water than older more inefficient toilets. The EPA estimates that a family of four that replaces its home's older toilets with *WaterSense* label models will, on average, save more than \$90 per year in reduced water utility bills. This is a considerable savings for many of the City's elderly, who, for the most part, live on fixed incomes.

Technical Assistance Workshops

Several workshops were held during program year 5 to assist community based organizations, businesses and residents in working with the City. On April 26, 2011, a workshop was held for community based organizations looking to receive funding for public service activities. This year, 21 agencies were represented at the workshop, which was a significant increase from the previous year. The purpose of this workshop was to provide community based agencies with an overview of the CDBG program and eligible activities.

On August 5, 2011, the City hosted a technical training workshop for contractors on Section 3 of the Housing and Community Development Act. Thirteen (13) contractors attended. In addition to a general overview of Section 3 and why it is important, Miami Job Corp presented information on their pool of local, skilled tradesmen available for hire on construction projects.

OTHER PROGRAMS

Economic Development Activities

In FY 10-11, the Business Incentive Program, a financial incentive program geared toward small business owners that offers loans ranging from \$10,000 to \$50,000 for façade improvements and other construction related activities, completed its third project—Mortgage Experts of South Florida. The scope of work entailed exterior painting and the installation of awnings. A monument sign was also installed to bring the sign into compliance with the City's current signage code. The total cost of the construction project (Economic Development Initiative funds) was \$38,822. Additionally, approximately \$162,689 of CDBG funds has been awarded in commercial façade assistance to two (2) businesses: Caribbean Shoppes (\$40,289), and SSB 4195 LLC (\$122,400). The scopes of work include but are not limited to exterior lighting and

painting, parking lot improvements (ADA compliance), signage, landscaping, and window replacement. Agreements between the City and property owner(s) have been executed; construction is underway with SSB 4195 LLC and Caribbean Shoppes is in the planning and design stage.

The City also continued its Business Energy Efficiency Program (BEEP). BEEP offers financial assistance, up to \$15,000, to business owners seeking to conserve energy costs. Energy Efficiency & Conservation Block Grant (EECBG) funds provided via Department of Energy are being used to provide energy audits and upgrades and/or repairs that assist in the promotion of environmental sustainability and conservation of energy. As of the end of the program year, 10 businesses have received comprehensive energy audits with 4 of the businesses having received energy efficient and water retrofits and upgrades; accounting for an annual savings of approximately \$7,463, 25.6 gallons of water, 71,930 kilowatt hours, and a reduction of roughly 42.6 metric tons of CO₂ emissions.

Job Creation and Section 3

In June 2011, the City entered into a Memorandum of Understanding with Miami Job Corps Center in an effort to create a labor pool of skilled tradesmen available for hire on construction projects funded in whole or in part with HUD funds. Job Corps is the nation's largest residential education and vocational training program for economically disadvantaged youth. Job Corps is a federally funded U.S. Department of Labor program that serves transitioning youth ages 16-24 with academic, vocational, career training and life management skills. The Miami Gardens' based Job Corps Center offers 10 Career Trades including construction specialty trades and administrative positions. The partnership has been successful; to date one contractor on a CDBG funded project was able to hire 3 LMI individuals from the Job Corps labor pool.

ARRA Funding

During program year 5, the Department of Community Development continued the administration of \$371,207 in CDBG-Recovery funds, \$567,612 in Homelessness Prevention and Rapid Re-housing Program (HPRP) funds, and \$989,200 in Energy Efficiency and Conservation Block Grant (EECBG) funds. The activities of these programs will be completed in program year 6 and include: infrastructure improvements, homeless prevention service through a sub-recipient, developing an energy strategy and green house gas emission inventory, energy efficient retrofits for residents and businesses, green technology workshops for residents and business owners, energy efficient lighting at Miami Carol City Park, green design of our new city hall, and the review, evaluation and development of a green ordinance and design standards.

Neighborhood Stabilization Program (NSP)

The City has been incredibly successful with its NSP. To date the City has acquired 71 properties, completed the rehabilitation on 35 homes, of which all 35 have been sold to

income eligible first-time homebuyers. The sale of these homes has generated a total of \$2,665,493 in program income.

Rehabilitation is currently underway on another 13 homes, which includes energy efficiency and water conserving improvements. In addition, all homes have been hardened against possible storms. Of the 71 properties acquired, 2 required repairs beyond 50% of the estimated value and therefore were demolished, redeveloped and sold to eligible first-time homebuyers. In total, 48 homes have either been rehabilitated or are in the process using 30 different general contractors for the construction and rehabilitation. The City has also demolished 7 properties that were vacant and blighted and consequently determined to be unsafe structures by the building official. The City will seek to redevelop on those parcels.

Park Improvements

In program year 5, the City embarked on several improvements to its parks in LMI areas. Prior to the City's incorporation in 2003, the City's parks were being maintained by Miami-Dade County. Over the years, these parks had been neglected and many had not seen repairs or upgrades in more than 15 years. Brentwood Park is located in Census Tract/Block 100.02-2, which is 66.5% LMI, and is in a residential neighborhood adjacent to an elementary school. Improvements were done to the football field, which included the installation of energy efficient sports lighting and field refurbishing (installation of irrigation system, sod and laser grading) (\$374,916). Additionally, due to the lack of shade trees around the playground area, the new playground (installed in 2009) was not being utilized as intended. As a result, the City used \$46,990 of CDBG funds to install a shade structure over the playground area. By doing this, it has made the area more inviting for users in the hot sun of South Florida, and has increased the usage of the playground area.

The City will continue the park improvement program into program year 6 at Miami Carol City Park, Bunche Park, and the Betty T. Ferguson Recreation Complex.

Livable Neighborhoods

In program year 5, the City began a second Livable Neighborhoods infrastructure project in the Vista Verde neighborhood. The Livable Neighborhoods program provides improvements to residential storm water drainage facilities, street lighting, sidewalks, and landscaping to address flooding and safety issues in three specifically designated neighborhoods; Kings Gardens I, II, & III, Garden Circle, and Vista Verde neighborhoods. All three neighborhoods have been determined to be at least 51% low-moderate income. This is a multi-year project in which \$678,378 of CDBG funds from program years 4, 5 & 6 will be used for the planning, engineering and design, and construction costs. Engineering and design were completed in program year 5 with construction to begin in program year 6 (January 2012).

On May 14, 2011, in the Vista Verde Neighborhood, a small community garden was developed from a vacant and blighted lot. Vista Verde is a community of small single family and villa style townhomes. Located in Census Tract/Block 100.01-9, it is 58.5% LMI. The lot had become a dumping site where loitering and drug related crimes were common. To arrest the further physical deterioration of the lot and the neighboring community, the City of Miami Gardens collaborated with the Miramar Gardens Townhouse Homeowners Association and T.R.I.P (Travel, Rebuild, Inspire, Progress) for a large scale volunteer project. T.R.I.P. is a non-profit organization that helps rebuild communities in need. Some materials were donated and over 25 volunteers participated in the rebuilding of the garden. That which could not be donated was funded by CDBG dollars (\$28,900). Improvements to the lot included planting of native South Florida shrubs and bushes, a butterfly garden, benches, walking paths, landscaping, irrigation system, an entrance pergola, and fencing around the completed garden.

5-YEAR CONSOLIDATED PLAN SUMMARY

With the completion of the 2010-11 program year, the City also completed its first 5-year Consolidated Plan Period (2006-2011). The following areas were designated as high priority and would be addressed during the Plan Period:

- 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.

Throughout this 5-Year Plan Period the City has been successful at completing projects in each of these priority areas. Below is a summary of the number of persons, households and businesses that were assisted during this first 5-year Consolidated Plan Period.

Housing Rehab, Homeownership Assistance, Public Services, & HPRP	
Total # of people served	1,614
Total # of households served	959
Public Facilities & Infrastructure Improvements	
Total # of projects implemented	5
Total # of households served	8,919
Commercial Redevelopment	
Total # of businesses served	59
Funds Received	
Total \$ of CDBG funds received	\$7,135,272
Total \$ of CDBG funds expended	\$5,486,556
Total \$ of all other funds received	\$18,039,025

General Questions

1. **Assessment of the one-year goals and objectives:**
 - a. Describe the accomplishments in attaining the goals and objectives for the reporting period.
 - b. Provide a breakdown of the CPD formula grant funds spent on grant activities for each goal and objective.
 - c. If applicable, explain why progress was not made towards meeting the goals and objectives.
2. Describe the manner in which the recipient would change its program as a result of its experiences.
3. **Affirmatively Furthering Fair Housing:**
 - a. Provide a summary of impediments to fair housing choice.
 - b. Identify actions taken to overcome effects of impediments identified.
4. Describe Other Actions in Strategic Plan or Action Plan taken to address obstacles to meeting underserved needs.
5. **Leveraging Resources**
 - a. Identify progress in obtaining "other" public and private resources to address needs.
 - b. How Federal resources from HUD leveraged other public and private resources.
 - c. How matching requirements were satisfied.

Program Year 5 CAPER General Questions response:

1. The City met many of its goals for the reporting period. In the area of public services, the number of persons actually served (271) was only slightly less than the goal of 275. The City projected to assist 100 youth, 150 elderly and 25 people with homebuyer counseling/foreclosure prevention services. We exceeded our youth goal by serving 173 youth, but fell short serving the elderly with only 74. This was largely due to the types and quality of proposals received from during the RFP process. No proposals were received for homebuyer counseling/foreclosure prevention services. However, the City routinely refers homebuyers in the NSP to local agencies who offer the 8-hour homebuyer counseling course.

We completed a total of 18 housing rehab units (3 with CDBG funds) this program year using CDBG, SHIP and Disaster Recovery funds. The waitlist for this program started with of over 360 applicants and is now at 73 applicants remaining. The City more than achieved its goal of 7 single-family housing rehab units. Moreover, energy efficiency and conservation improvements have become a priority in our housing rehab and NSP projects. A total of 80 homes have received these improvements, which is short of our goal of 100 housing units.

Under the commercial redevelopment category, the City projected a goal of 4 commercial redevelopment projects. Although we have had some success, we are still

short of our goal. One (1) business through the BIP program was completed and received façade improvements, 2 other businesses are in the process; 1 is under construction, the other is in the planning phase.

In the NRSA we projected assisting 7 housing units under rehab and 800 households under infrastructure improvements. This reporting period only 1 of the single family rehab and 2 of the energy efficient retrofits for a total of 3 housing units were completed in the NRSA. There were no infrastructure projects started or completed in the NRSA this reporting period.

Under the Public Facilities and Improvements category, the City projected an area benefit of 2,500 households for infrastructure and 3,000 households for parks facilities. Unfortunately, the City fell slightly short of the infrastructure accomplishment. The Vista Verde Livable Neighborhoods infrastructure improvements has been underway during this reporting period with engineering and design, however construction is not estimated to begin until January 2012 and be completed in program year 6. Conversely, we exceeded our 3,000 household goal for park facilities; by completing improvements at Brentwood Park, the City provided an area benefit to more than 3,087 households. Additionally, 1,967 households benefited from the Community Garden that was completed in the Vista Verde neighborhood.

2. City staff reviewed and made modifications to its Public Services Request For Proposals process this program year. A more concise format was used for proposal submission and required documentation was simplified. Staff continues to review all its programs and policies on an ongoing basis and make changes as are needed to improve the overall success of the programs.

3. The following impediments to fair housing choice were identified in the 2008 City's AI:
- a) Violations of federal, state, and local fair housing laws in the jurisdiction and immediate surrounding areas
 - b) Lack of awareness of fair housing laws, issues and resources
 - c) Racial disparities in fair and equal lending
 - d) A strongly segregated housing market
 - e) Limited funding availability for the creation of affordable housing opportunities

The enclosed AI Summary Matrix further describes the City's Fair Housing goals and actions taken to overcome effects of these impediments for this program year.

Moreover, participants in the rehab and homeownership programs receive a fair-housing brochure that gives information on fair housing choice. Residents inquiring about fair housing laws are directed to Housing Opportunities Project for Excellence, Inc. (HOPE, Inc.), the only private non-profit agency in the City and Miami-Dade County that specializes in this area.

4. Limited funding availability is an ongoing challenge. Unfortunately the need in the community is more than the amount of funds available. As a result the City is continuously seeking other funding sources in order to leverage to meet the needs of the underserved in the community.

5. During program year 5, the City was successful in leveraging CDBG resources with other public, state and federal resources for housing rehab activities, including:

- SHIP funds (\$63,560)
- Disaster Recovery Initiative (Round 1) through Miami-Dade County (\$125,264)
- CDBG-Recovery (\$150,000)
- Energy Efficiency and Conservation Block Grant (\$187,221)

Through the Neighborhood Stabilization Program (NSP) Round 3, the City received additional funds in the amount of \$1,940,337 to add to its original award amount of \$6,866,119; and nearly \$2.2 million in program income from the sale of homes to first-time homebuyers. Beginning in September 2009 and continuing in program year 5 and 6, the City is leveraging its allocation of Homelessness Prevention and Rapid Re-housing Program (HPRP) funds in the amount of \$567,612 with other HPRP recipients in Miami-Dade County to create and participate in the HAND Network of Dade through the sub-recipient Citrus Health Network.

Finally, the City received \$100,000 of grant funds from South Florida Workforce Investment Board to implement an Honors Internship Program for youth ages 16-21 in high school or college.

The matching requirements were satisfied through a portion of the housing inspectors salary funded through the NSP grant as well as the city vehicle used by the department is paid for through the City's general fund. An expedited permitting process has been implemented to reduce construction costs and delays.

Managing the Process

- 1. Describe actions taken during the last year to ensure compliance with program and comprehensive planning requirements.**

Program Year 5 CAPER Managing the Process response:

The overall Department of Community Development's staff was increase by one-half person. Staff was reduced by one individual (Economic Development Manager) during this program year due to attrition. One new position was created for a NSP Clerk and the ED Manager position was replaced by a part-time individual. The current staff of 8.5 has been able to continue program compliance and implementation of innovative programs to benefit residents and business owners.

Citizen Participation

1. Provide a summary of citizen comments.
2. In addition, the performance report provided to citizens must identify the Federal funds made available for furthering the objectives of the Consolidated Plan. For each formula grant program, the grantee shall identify the total amount of funds available (including estimated program income), the total amount of funds committed during the reporting period, the total amount expended during the reporting period, and the geographic distribution and location of expenditures. Jurisdictions are encouraged to include maps in describing the geographic distribution and location of investment (including areas of minority concentration). The geographic distribution and expenditure requirement may also be satisfied by specifying the census tracts where expenditures were concentrated.

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

Program Year 5 CAPER Citizen Participation response:

A notice of the availability of the draft CAPER document was advertised in the Miami Herald newspaper. The notice included the time frame of the comment period (December 1st thru 16th, 2011), as well as instructions on how to submit comments on the report. The draft CAPER was also accessible on the City's website. Additionally, two public meetings were held (December 6th & 8th, 2011) to receive public comments. These meetings were also advertised in the Miami Herald newspaper and at City Hall.

Public Comments received will be inserted here.

Institutional Structure

1. Describe actions taken during the last year to overcome gaps in institutional structures and enhance coordination.

Program Year 5 CAPER Institutional Structure response:

The City's Department of Community Development is the lead agency for administering HUD funded programs, including CDBG, NSP, HPRP, and CDBG-R allocations granted to the City. Accordingly, the Department is responsible for coordinating with other City departments and government agencies to implement projects under these programs. During this program year, Community Development staff worked with Code Enforcement, Building, Parks & Recreation, the Police Department, and Public Works to carry out needed projects and services in the community.

Monitoring

1. Describe how and the frequency with which you monitored your activities.

2. Describe the results of your monitoring including any improvements.

3. Self Evaluation

- a. Describe the effect programs have in solving neighborhood and community problems.**
- b. Describe progress in meeting priority needs and specific objectives and help make community's vision of the future a reality.**
- c. Describe how you provided decent housing and a suitable living environment and expanded economic opportunity principally for low and moderate-income persons.**
- d. Indicate any activities falling behind schedule.**
- e. Describe how activities and strategies made an impact on identified needs.**
- f. Identify indicators that would best describe the results.**
- g. Identify barriers that had a negative impact on fulfilling the strategies and overall vision.**
- h. Identify whether major goals are on target and discuss reasons for those that are not on target.**
- i. Identify any adjustments or improvements to strategies and activities that might meet your needs more effectively.**

Program Year 5 CAPER Monitoring response:

1. The Department of Community Development Staff monitors its sub-recipients for Public Services throughout the contract period (September – October). An initial site visit was conducted within 30-days of contract execution to review program and reporting requirements. An annual monitoring was performed of each sub-recipient. The monitorings were on-site at the sub-recipients offices, and client files and program financials were thoroughly reviewed for compliance with CDBG requirements. Housing Programs are monitored by the housing inspector who oversees each housing project to ensure that contractors are performing the scope of work as outlined and keep within the timeframe established for the program.

2. This program year the City had 4 public service sub-recipients. Overall, these sub-recipients complied with the requirements of the grant. One sub-recipient required continuous monitoring and technical assistance throughout the contract period. The primary finding was the lack of acceptable documentation to prove client and expenditure eligibility. Corrective action was needed and resulted in the disallowance of some expenditures and the re-capture of some funds.

3. Over the past 5 years the City's public services programs have had an overall success. The City has funded programs that provided services to: youth aging out of foster care, youth victims of sexual abuse, youth after school and tutoring, homebuyer counseling and foreclosure prevention, meals to the elderly and disabled, and much more. With the most recent Request For Proposal cycle, a record number of proposals were received (22). As a result it has become necessary for the Community Development staff to conduct a thorough review of the City's Public Services program to determine if

the programs being funded are truly providing a needed service. This Public Service program evaluation will take place in program year 6.

The housing rehab program has been successful in providing decent housing to 18 households this program year (138 household over the 5-Year Consolidated Plan period). Building code violations and/or health and safety issues were the primary conditions identified during the inspection process. Furthermore, the energy efficiency and conservation programs have provided residents with new and more efficient fixtures in their homes, reducing their utility expenses over the long-term. The Neighborhood Stabilization Program has not only provided decent housing and a suitable living environment by acquiring and rehabbing blighted and foreclosed homes, it has also helped to arrest the decline of neighborhoods by acquiring these homes at a competitive market rate and selling them to low-mod families who now occupy them.

Improving the quality of life and providing a suitable living environment is being addressed through our Public Facilities Improvements. The Livable Neighborhoods Initiative is a multi-year project that provides funding for an extensive infrastructure program in three (3) neighborhoods that have experienced extensive flooding problems for several years. The program has experienced some delays, however one phase of the project area has already been completed (Kings Gardens I & II). A second phase (Vista Verde) has design and engineering in progress and construction will start in program year 6. The completion of this program will result in the provision of new drainage, sidewalks, and lighting in these neighborhoods.

Lead-based Paint

1. Describe actions taken during the last year to evaluate and reduce lead-based paint hazards.

Program Year 5 CAPER Lead-based Paint response:

To reduce the threat of childhood lead poisoning in housing units receiving assistance in the City of Miami Gardens, inspections are performed on each unit built prior to 1978 to determine whether lead-based paint is present. If lead-based paint is detected, an assessment report is prepared outlining the proposed remediation. If required, abatement is then performed by an Environmental Protection Agency (EPA) certified contractor. Once abatement is completed, homeowners receive documentation advising them of the different phases of abatement, including copies of the contractor report and clearance.

For all our housing programs, participants receive documentation disclosing the hazards of lead based paint, the test results and the proposed abatement. To date, the City has performed over 100 lead-based paint inspections, and 19 abatements.

HOUSING

Housing Needs

*Please also refer to the Housing Needs Table in the Needs.xls workbook.

1. Describe Actions taken during the last year to foster and maintain affordable housing.

Program Year 5 CAPER Housing Needs response:

According to the US Census Bureau, 2010 American Survey 1-Year estimates, the homeownership rate in the City is 65%. In view of that, a significant effort is placed on maintaining affordability rather than fostering and increasing affordable housing. Approximately 25% of our entire entitlement is allocated toward housing rehabilitation. This activity is focused on improving the quality of existing housing stock by addressing code violations and health/safety concerns for the household residents. Additionally, 100% of NSP Round 1 and 3 allocations are devoted to the acquisition of foreclosed and abandoned homes for rehab and re-sale to eligible first-time homebuyers. But for this effort, many of these properties may have become hazardous and likely deemed as unsafe structures, which could result in the homeowner being displaced and potentially losing the home.

Specific Housing Objectives

1. Evaluate progress in meeting specific objective of providing affordable housing, including the number of extremely low-income, low-income, and moderate-income renter and owner households comparing actual accomplishments with proposed goals during the reporting period.
2. Evaluate progress in providing affordable housing that meets the Section 215 definition of affordable housing for rental and owner households comparing actual accomplishments with proposed goals during the reporting period.
3. Describe efforts to address "worst-case" housing needs and housing needs of persons with disabilities.

Program Year 5 CAPER Specific Housing Objectives response:

1. During the 5th program year, the City completed 18 housing rehabilitation projects. This included 3 rehabs with CDBG, 4 with SHIP and 11 with CDBG Disaster funds from Miami-Dade County. We far exceed our goal for this year of 7 units. As it relates to direct homeownership assistance, 2 first-time homebuyers received assistance in completing the purchase of a home through SHIP funds.
2. The City of Miami Gardens did not allocate any CDBG funds for affordable housing activities that meet Section 215.

3. The Department defines “Worst-case” housing needs as unsafe structures. As such, the Department works in collaboration with the City’s Building & Code Compliance Division, as well as other government agencies to address these conditions. Property owners of housing units that are identified as unsafe structures are offered an opportunity to participate in our rehab program. Additionally, in cases involving unsafe structures, persons with disabilities are given priority during the application process.

Public Housing Strategy

1. Describe actions taken during the last year to improve public housing and resident initiatives.

Program Year 5 CAPER Public Housing Strategy response:

Public Housing projects located within the City continue to be operated at a countywide level, by the Miami-Dade Public Housing Agency (MDPHA). There are 3 public housing rental properties containing a total of 80 units operated by MDPHA. MDPHA also encourages residents to become more involved in the management of the development and to participate in homeownership through its Family Self-Sufficiency Program. They have 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.

Barriers to Affordable Housing

1. Describe actions taken during the last year to eliminate barriers to affordable housing.

Program Year 5 CAPER Barriers to Affordable Housing response:

The City of Miami Gardens has experienced a significant decrease in housing prices (-46%) over the past five years. Miami Gardens is an urban community that is 93% built out with a forecasted 9% increase in population growth by 2015. In addition, the nationwide sub-prime mortgage and foreclosure crisis and subsequent economic downturn have put downward pressure on home prices in the City. The recent economic crisis throughout the country has created an increase in job losses and foreclosures thereby creating a decrease in persons who are “mortgage ready.” Identifying buyers that can qualify for homes is very difficult. Regardless, the City continues to work with local lenders to facilitate the process for eligible applicants.

HOME/ American Dream Down Payment Initiative (ADDI)

- 1. Assessment of Relationship of HOME Funds to Goals and Objectives**
 - a. Evaluate progress made toward meeting goals for providing affordable housing using HOME funds, including the number and types of households served.**

2. **HOME Match Report**
 - a. Use HOME Match Report HUD-40107-A to report on match contributions for the period covered by the Consolidated Plan program year.
3. **HOME MBE and WBE Report**
 - a. Use Part III of HUD Form 40107 to report contracts and subcontracts with Minority Business Enterprises (MBEs) and Women's Business Enterprises (WBEs).
4. **Assessments**
 - a. Detail results of on-site inspections of rental housing.
 - b. Describe the HOME jurisdiction's affirmative marketing actions.
 - c. Describe outreach to minority and women owned businesses.

Program Year 5 CAPER HOME/ADDI response:

The City did not receive an allocation of HOME funds. Therefore this section is not applicable.

HOMELESS

Homeless Needs

*Please also refer to the Homeless Needs Table in the Needs.xls workbook.

1. Identify actions taken to address needs of homeless persons.
2. Identify actions to help homeless persons make the transition to permanent housing and independent living.
3. Identify new Federal resources obtained from Homeless SuperNOFA.

Program Year 5 CAPER Homeless Needs response:

1. Prior to program year 5, the City had coordinated its efforts with the Miami-Dade Homeless Trust to address the needs of homeless persons within the City limits. Through the Homeless Trusts' contracted agency (Citrus Health Network, Inc.), a County-Wide Chronic Homeless Outreach Program has been implemented. This program is identifying and tracking all chronically homeless people in our Continuum of Care (CoC) via Homeless Management Information Strategies (HMIS), and providing targeted assessment, clinical, and primary health services, placement of clients into appropriate permanent supportive housing and treatment. All homeless outreach teams now have access to reciprocal information, which allows all of them to focus their 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.

2. 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 available through the Emergency Food and Shelter Board, are used for the same purpose. During program year 5, the City of Miami Gardens utilized its allocation of Homelessness Prevention and Rapid Re-housing Program (HPRP) funds in the amount of \$567,612 to provide homelessness prevention services to individuals and families at or below 50% AMI. A sub-recipient agreement is in place with Citrus Health Network, Inc., a nonprofit organization to implement the activities of the HPRP. Reporting on this program will be completed through E-SNAPs, HMIS and FederalReporting.gov and is not required in the CAPER.

3. Prior to the HPRP allocation, the City did not receive funding for homeless needs. However, we were involved in supporting the Homeless Trusts' efforts to secure available resources from the Federal Government.

Specific Homeless Prevention Elements

1. Identify actions taken to prevent homelessness.

Program Year 5 CAPER Specific Housing Prevention Elements response:

The City only received homeless prevention funding as mentioned above. Therefore a response is not applicable.

Emergency Shelter Grants (ESG)

- 1. Identify actions to address emergency shelter and transitional housing needs of homeless individuals and families (including significant subpopulations such as those living on the streets).**
- 2. Assessment of Relationship of ESG Funds to Goals and Objectives**
 - a. Evaluate progress made in using ESG funds to address homeless and homeless prevention needs, goals, and specific objectives established in the Consolidated Plan.**
 - b. Detail how ESG projects are related to implementation of comprehensive homeless planning strategy, including the number and types of individuals and persons in households served with ESG funds.**
- 3. Matching Resources**
 - a. Provide specific sources and amounts of new funding used to meet match as required by 42 USC 11375(a)(1), including cash resources, grants, and staff salaries, as well as in-kind contributions such as the value of a building or lease, donated materials, or volunteer time.**
- 4. State Method of Distribution**
 - a. States must describe their method of distribution and how it rated and selected its local government agencies and private nonprofit organizations acting as subrecipients.**

5. Activity and Beneficiary Data

- a. **Completion of attached Emergency Shelter Grant Program Performance Chart or other reports showing ESGP expenditures by type of activity. Also describe any problems in collecting, reporting, and evaluating the reliability of this information.**
- b. **Homeless Discharge Coordination**
 - i. **As part of the government developing and implementing a homeless discharge coordination policy, ESG homeless prevention funds may be used to assist very-low income individuals and families at risk of becoming homeless after being released from publicly funded institutions such as health care facilities, foster care or other youth facilities, or corrections institutions or programs.**
- c. **Explain how your government is instituting a homeless discharge coordination policy, and how ESG homeless prevention funds are being used in this effort.**

Program Year 5 CAPER ESG response:

The City did not receive ESG funding. Therefore this response is not applicable.

COMMUNITY DEVELOPMENT

Community Development

*Please also refer to the Community Development Table in the Needs.xls workbook.

- 1. **Assessment of Relationship of CDBG Funds to Goals and Objectives**
 - a. **Assess use of CDBG funds in relation to the priorities, needs, goals, and specific objectives in the Consolidated Plan, particularly the highest priority activities.**
 - b. **Evaluate progress made toward meeting goals for providing affordable housing using CDBG funds, including the number and types of households served.**
 - c. **Indicate the extent to which CDBG funds were used for activities that benefited extremely low-income, low-income, and moderate-income persons.**
- 2. **Changes in Program Objectives**
 - a. **Identify the nature of and the reasons for any changes in program objectives and how the jurisdiction would change its program as a result of its experiences.**
- 3. **Assessment of Efforts in Carrying Out Planned Actions**
 - a. **Indicate how grantee pursued all resources indicated in the Consolidated Plan.**
 - b. **Indicate how grantee provided certifications of consistency in a fair and impartial manner.**
 - c. **Indicate how grantee did not hinder Consolidated Plan implementation by action or willful inaction.**
- 4. **For Funds Not Used for National Objectives**

- a. Indicate how use of CDBG funds did not meet national objectives.
 - b. Indicate how did not comply with overall benefit certification.
5. **Anti-displacement and Relocation – for activities that involve acquisition, rehabilitation or demolition of occupied real property**
- a. Describe steps actually taken to minimize the amount of displacement resulting from the CDBG-assisted activities.
 - b. Describe steps taken to identify households, businesses, farms or nonprofit organizations who occupied properties subject to the Uniform Relocation Act or Section 104(d) of the Housing and Community Development Act of 1974, as amended, and whether or not they were displaced, and the nature of their needs and preferences.
 - c. Describe steps taken to ensure the timely issuance of information notices to displaced households, businesses, farms, or nonprofit organizations.
6. **Low/Mod Job Activities – for economic development activities undertaken where jobs were made available but not taken by low- or moderate-income persons**
- a. Describe actions taken by grantee and businesses to ensure first consideration was or will be given to low/mod persons.
 - b. List by job title of all the permanent jobs created/retained and those that were made available to low/mod persons.
 - c. If any of jobs claimed as being available to low/mod persons require special skill, work experience, or education, provide a description of steps being taken or that will be taken to provide such skills, experience, or education.
7. **Low/Mod Limited Clientele Activities – for activities not falling within one of the categories of presumed limited clientele low and moderate income benefit**
- a. Describe how the nature, location, or other information demonstrates the activities benefit a limited clientele at least 51% of whom are low- and moderate-income.
8. **Program income received**
- a. Detail the amount of program income reported that was returned to each individual revolving fund, e.g., housing rehabilitation, economic development, or other type of revolving fund.
 - b. Detail the amount repaid on each float-funded activity.
 - c. Detail all other loan repayments broken down by the categories of housing rehabilitation, economic development, or other.
 - d. Detail the amount of income received from the sale of property by parcel.
9. **Prior period adjustments – where reimbursement was made this reporting period for expenditures (made in previous reporting periods) that have been disallowed, provide the following information:**
- a. The activity name and number as shown in IDIS;
 - b. The program year(s) in which the expenditure(s) for the disallowed activity(ies) was reported;
 - c. The amount returned to line-of-credit or program account; and

- d. Total amount to be reimbursed and the time period over which the reimbursement is to be made, if the reimbursement is made with multi-year payments.

10. Loans and other receivables

- a. List the principal balance for each float-funded activity outstanding as of the end of the reporting period and the date(s) by which the funds are expected to be received.
- b. List the total number of other loans outstanding and the principal balance owed as of the end of the reporting period.
- c. List separately the total number of outstanding loans that are deferred or forgivable, the principal balance owed as of the end of the reporting period, and the terms of the deferral or forgiveness.
- d. Detail the total number and amount of loans made with CDBG funds that have gone into default and for which the balance was forgiven or written off during the reporting period.
- e. Provide a List of the parcels of property owned by the grantee or its subrecipients that have been acquired or improved using CDBG funds and that are available for sale as of the end of the reporting period.

11. Lump sum agreements

- a. Provide the name of the financial institution.
- b. Provide the date the funds were deposited.
- c. Provide the date the use of funds commenced.
- d. Provide the percentage of funds disbursed within 180 days of deposit in the institution.

12. Housing Rehabilitation – for each type of rehabilitation program for which projects/units were reported as completed during the program year

- a. Identify the type of program and number of projects/units completed for each program.
- b. Provide the total CDBG funds involved in the program.
- c. Detail other public and private funds involved in the project.

13. Neighborhood Revitalization Strategies – for grantees that have HUD-approved neighborhood revitalization strategies

- a. Describe progress against benchmarks for the program year. For grantees with Federally-designated EZs or ECs that received HUD approval for a neighborhood revitalization strategy, reports that are required as part of the EZ/EC process shall suffice for purposes of reporting progress.

Program Year 5 CAPER Community Development response:

1. CDBG funds were used in direct relation to the priorities, needs, goals, and specific objectives outlined in the 2006-2011 Consolidated Plan. All CDBG funded activities directly benefited ELI and LMI persons. Progress made toward meeting affordable housing goals could be categorized as challenging. As stated earlier, our focus has been on maintaining affordability rather than fostering and increasing affordable housing. This is accomplished through our housing rehab program. We completed a total of 18

rehab projects. This included 3 rehabbed with CDBG, 4 with SHIP and 11 with CDBG Disaster funds from Miami-Dade County. All of which were low-income households.

2. There was a change in Program Objectives during this program year to include improvements to park and recreation facilities in LMI areas. Over the years, the City's parks have been neglected and many have not seen repairs or upgrade in more than 15 years. Through the Parks Master Plan, the City has identified specific parks within LMI areas that are in need of improvements.

3. The City has tirelessly pursued any and all resources in order to carry out our planned programs. We have been successful in receiving funding from the State through Miami-Dade County for Disaster Recovery Initiative and State Housing Initiative Partnership (SHIP) Program, Economic Development Initiative (EDI) funds for Special Projects Program, Energy Efficiency and Conservation Block Grant funds from the Department of Energy, HPRP and CDBG-R funds from HUD, and a grant from South Florida Workforce Investment Board. Certifications of consistency received are evaluated against the established Consolidated Plan as well as the overall Comprehensive Development Master Plan. The desired programs and activities outlined in our Consolidated Plan were not hindered in any way. Full support for implementation was obtained from the Mayor and City Council.

4. All CDBG entitlement funds were used for activities that met a national objective.

5. None of the funded activities in program year three triggered relocation.

6. The City of Miami Gardens funded 3 and completed 1 Economic Development Activity during this program year. Additionally, one park improvement project resulted in the hiring of 3 low-mod individuals by the contractor awarded the job.

7. None of the City's funded activities were funded as Limited Clientele.

8. The only program income the City received is \$1,710.70 from the homeowner assistance program. The income is a result of the zero interest loans of 360 equal payments. There are a total of 4 loans, 3 at \$10,000 each and 1 at \$15,000.

9. The City of Miami Gardens has not had to conduct any adjustments from disallowed expenditures.

10. Currently, the City of Miami Gardens funded four (4) repayable loans in our direct homeownership assistance program for a total of \$85,000. Of these, three loans were in the amount of \$20,000 and one loan was in the amount of \$25,000. The loans are secured by mortgage liens. The terms of the loans include \$10,000 in the form of a grant and the remaining balance as a 30-year loan, with 360 equal payments, at zero percent interest. Other terms of the loan include a net share gain, on a declining scale,

if the property is sold prior to loan maturity. All four (4) loans were provided to low income residents. Our housing rehab program is a forgivable loan program whereby a mortgage lien is recorded on the property for a period of five years. If after the five-year period, no sale or transfer of title has occurred the loan is completely forgiven. These loans also have a zero percent interest rate. Therefore, we are not anticipating any receivables. To date, we have generated 31 forgivable rehab loans totaling \$877,703.13.

11. The City of Miami Gardens did not enter into any lump sum agreements during this program year.

12. Under the Housing Rehabilitation category, all of the completed units were single family, owner occupied units. Eighteen (18) housing units were completed during this year. The total amount of CDBG funds allocated was \$75,375.68. The City also leveraged approximately \$63,560 of SHIP funds and \$314,833 of CDBG Disaster funds from Miami-Dade County.

13. The City complete 1 single family rehab and 2 energy efficient retrofits in the established Bunche Park Neighborhood Revitalization Strategies Area.

Antipoverty Strategy

1. Describe actions taken during the last year to reduce the number of persons living below the poverty level.

Program Year 5 CAPER Antipoverty Strategy response:

One of the City's strategies is to leverage potential CDBG eligible activities with private, state, and local funds. As such during this program year, the City administered an honors internship program through a grant with South Florida Workforce Investment Board. The grant provides youth ages 16-21 who are below 30% AMI with paid internships within City departments. The program employed 4 youth during this program year and will be continued into the next.

NON-HOMELESS SPECIAL NEEDS

Non-homeless Special Needs

*Please also refer to the Non-homeless Special Needs Table in the Needs.xls workbook.

1. Identify actions taken to address special needs of persons that are not homeless but require supportive housing, (including persons with HIV/AIDS and their families).

Program Year 5 CAPER Non-homeless Special Needs response:

The City of Miami Gardens did not designate any funding for persons that are not homeless but requiring supportive housing.

Specific HOPWA Objectives

*Please also refer to the HOPWA Table in the Needs.xls workbook.

1. Overall Assessment of Relationship of HOPWA Funds to Goals and Objectives

Grantees should demonstrate through the CAPER and related IDIS reports the progress they are making at accomplishing identified goals and objectives with HOPWA funding. Grantees should demonstrate:

- a. That progress is being made toward meeting the HOPWA goal for providing affordable housing using HOPWA funds and other resources for persons with HIV/AIDS and their families through a comprehensive community plan;
- b. That community-wide HIV/AIDS housing strategies are meeting HUD's national goal of increasing the availability of decent, safe, and affordable housing for low-income persons living with HIV/AIDS;
- c. That community partnerships between State and local governments and community-based non-profits are creating models and innovative strategies to serve the housing and related supportive service needs of persons living with HIV/AIDS and their families;
- d. That through community-wide strategies Federal, State, local, and other resources are matched with HOPWA funding to create comprehensive housing strategies;
- e. That community strategies produce and support actual units of housing for persons living with HIV/AIDS; and finally,
- f. That community strategies identify and supply related supportive services in conjunction with housing to ensure the needs of persons living with HIV/AIDS and their families are met.

2. This should be accomplished by providing an executive summary (1-5 pages) that includes:

- a. Grantee Narrative
 - i. Grantee and Community Overview
 - (1) A brief description of your organization, the area of service, the name of each project sponsor and a broad overview of the range/type of housing activities and related services
 - (2) How grant management oversight of project sponsor activities is conducted and how project sponsors are selected
 - (3) A description of the local jurisdiction, its need, and the estimated number of persons living with HIV/AIDS
 - (4) A brief description of the planning and public consultations involved in the use of HOPWA funds including reference to any appropriate planning document or advisory body
 - (5) What other resources were used in conjunction with HOPWA funded activities, including cash resources and in-kind contributions, such as the value of services or materials provided by volunteers or by other individuals or organizations
 - (6) Collaborative efforts with related programs including coordination and planning with clients, advocates, Ryan White CARE Act planning bodies, AIDS Drug Assistance Programs,

homeless assistance programs, or other efforts that assist persons living with HIV/AIDS and their families.

ii. Project Accomplishment Overview

- (1) A brief summary of all housing activities broken down by three types: emergency or short-term rent, mortgage or utility payments to prevent homelessness; rental assistance; facility based housing, including development cost, operating cost for those facilities and community residences
- (2) The number of units of housing which have been created through acquisition, rehabilitation, or new construction since 1993 with any HOPWA funds
- (3) A brief description of any unique supportive service or other service delivery models or efforts
- (4) Any other accomplishments recognized in your community due to the use of HOPWA funds, including any projects in developmental stages that are not operational.

iii. Barriers or Trends Overview

- (1) Describe any barriers encountered, actions in response to barriers, and recommendations for program improvement
- (2) Trends you expect your community to face in meeting the needs of persons with HIV/AIDS, and
- (3) Any other information you feel may be important as you look at providing services to persons with HIV/AIDS in the next 5-10 years

b. Accomplishment Data

- i. Completion of CAPER Performance Chart 1 of Actual Performance in the provision of housing (Table II-1 to be submitted with CAPER).**
- ii. Completion of CAPER Performance Chart 2 of Comparison to Planned Housing Actions (Table II-2 to be submitted with CAPER).**

Program Year 5 CAPER Specific HOPWA Objectives response:

The City of Miami Gardens does not receive an allocation of HOPWA funds; therefore this section is not applicable.

OTHER NARRATIVE

Include any CAPER information that was not covered by narratives in any other section.

Program Year 5 CAPER Other Narrative response: