

City of Miami Gardens
Department of Community Development



**5-Year Consolidated Plan
Program Years
2011-2016**

DRAFT



3-5 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.

GENERAL

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.

Mission:

The mission of the City of Miami Gardens, Florida, is to enhance quality of life through the efficient and professional delivery of public services. We are committed to fostering civic pride, participation and responsible 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 a vibrant and diverse City with a 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 2011, through several public hearings, the residents of the City of Miami Gardens defined the following issues as high priorities 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 infrastructure facilities, including storm water drainage, sewer, street lighting, sidewalks, and other infrastructure 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.

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)). Where appropriate, the jurisdiction should estimate the percentage of funds the jurisdiction plans to dedicate to target areas.
3. Identify any obstacles to meeting underserved needs (91.215(a)(3)).

3-5 Year Strategic Plan General Questions response:

Geographic Areas of the Jurisdiction

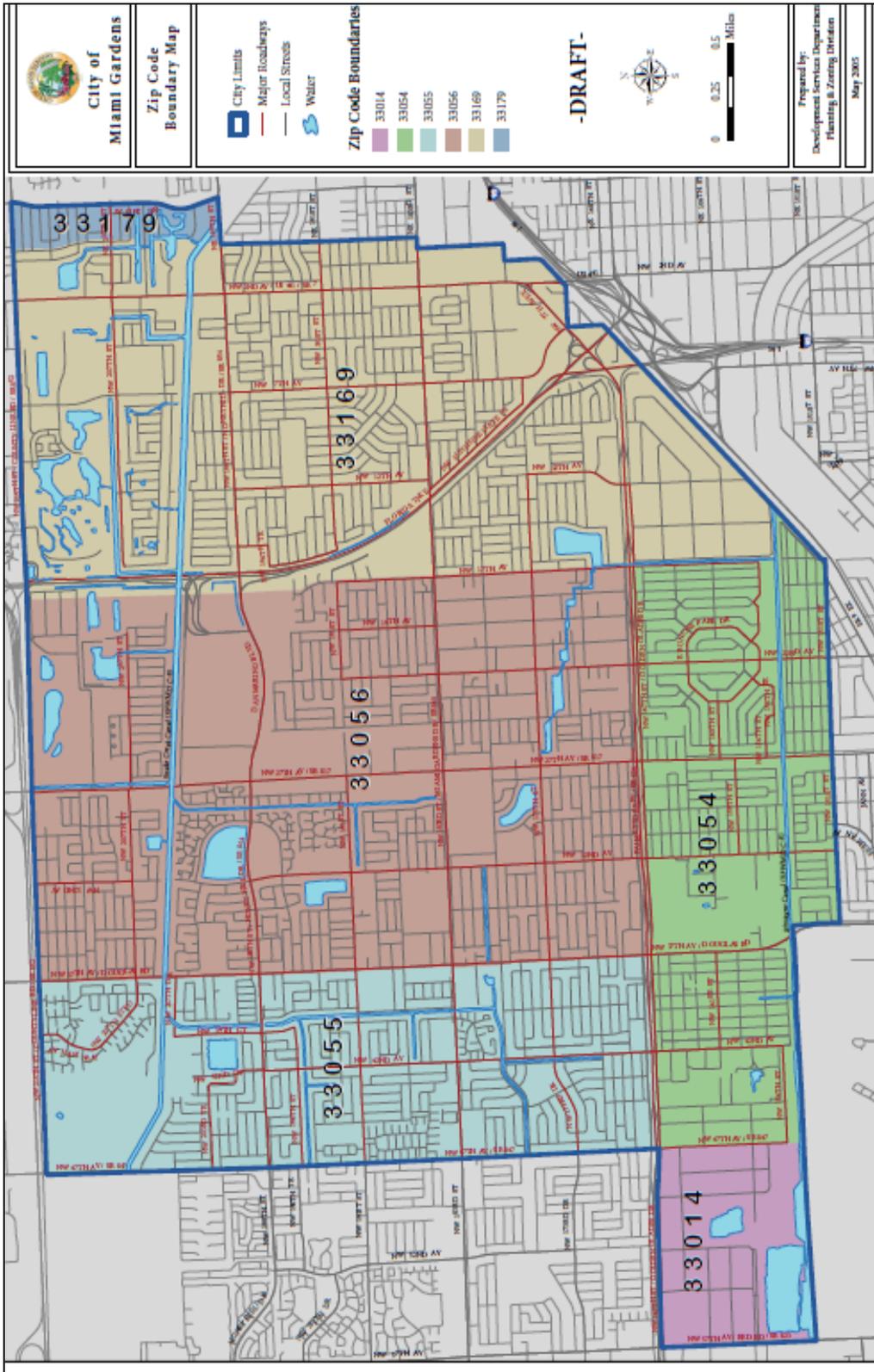
The City of Miami Gardens was incorporated on May 13, 2003, as the 33rd city in Miami-Dade County. With a population of 109,332, it is the third largest city in the County. The City is located in North-Central Miami Dade County and covers an area of approximately 20 square miles. Miami Gardens borders 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 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. 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 74% non-Hispanic Black, 20% Hispanic, 5% White non-Hispanic, and 1% other.

According to the 2005-2009 American Community Survey, approximately 15,982 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 47% of the citywide population for whom household income could be determined. The following maps illustrate: (1) the City location and (2) the CDBG priority areas by census block group and neighborhood.

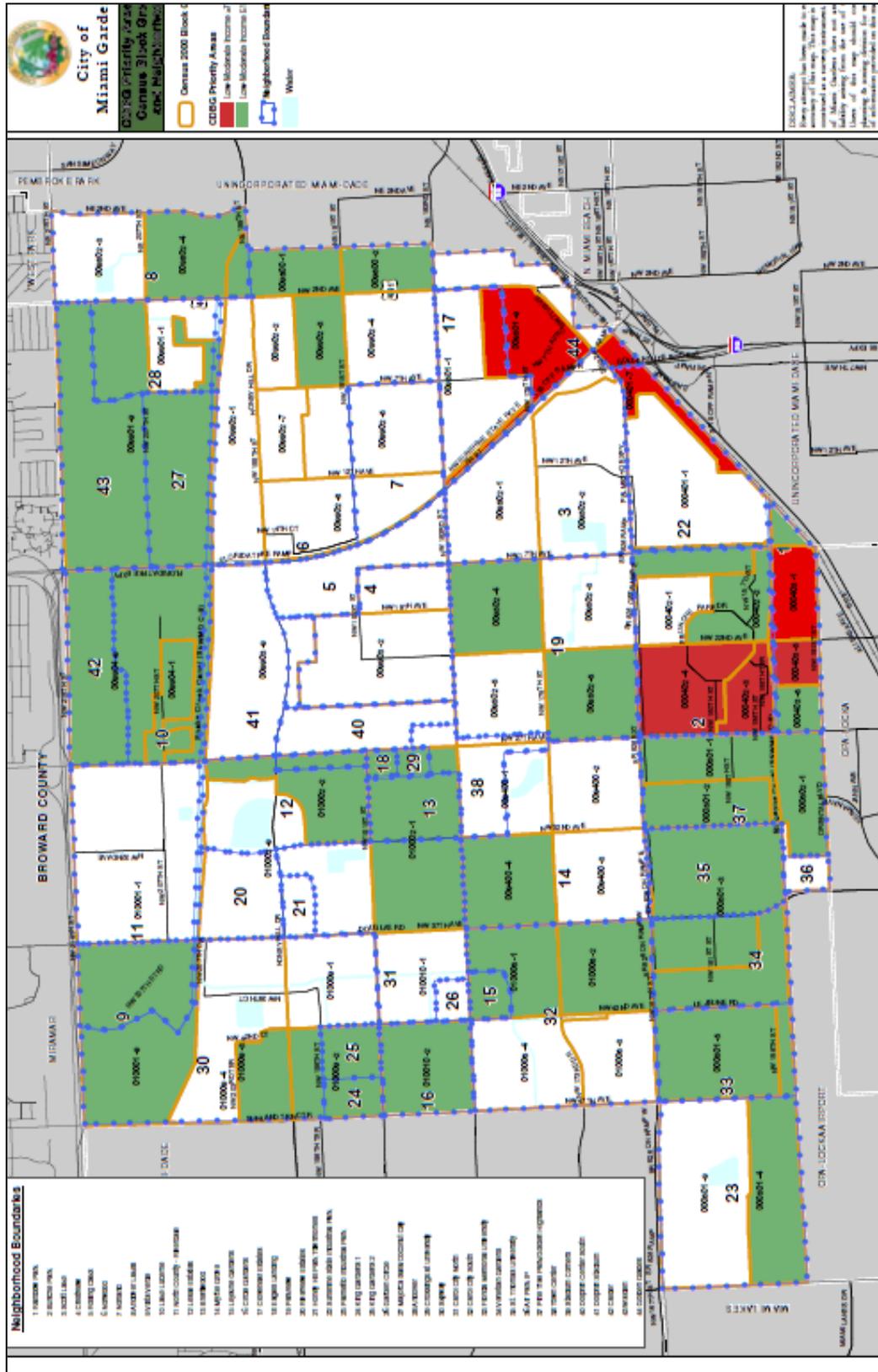
Map I - 1: City of Miami Gardens Corporate Boundaries

Source: Miami Gardens, Planning and Zoning Department



Map I - 2: CDBG Priority Areas by Census Block Group and Neighborhoods

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-to-moderate income residents, the City of Miami Gardens block grant program funds will be targeted to low-to-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-2, will be designated CDBG priority areas for the purpose of program funding.

Table I-4: Low- and Moderate-Income Neighborhoods

Neighborhood	Census Tracts
Brentwood & Vicinity	010002-1
Bunche Park & Rainbow Park	000401-6, 000402-2, 000402-3, 000402-4*;
Cloverleaf Estates & Vicinity	009501-9
Kings Gardens	010010-2
Lake Lucerne	009904-1, 009904-9
LeJeune Gardens & Vicinity	010006-1
Leslie Estates & Vicinity	010002-2
Myrtle Grove & Vicinity	009400-1
Rainbow Park	000403-1, 000403-5*, 000403-6
Vista Verde & Vicinity	010001-9
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-to-moderate income residents. This area represents the highest concentration of low-to-moderate income residents citywide. As such, in 2008 the City of Miami Gardens worked with area stakeholders, residents, businesses, and financial institutions to develop and designate this neighborhood as a Neighborhood Revitalization Strategy Area (NRSA). The NRSA designation has allowed the City greater flexibility to provide services and economic incentives to the Bunche Park Neighborhood.

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- 1: Prioritization of HUD Goals

GOAL A: DECENT HOUSING	
Objectives	Priority
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-to-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
GOAL B: A SUITABLE LIVING ENVIRONMENT	
Objectives	Priority
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
GOAL C: EXPANDED ECONOMIC OPPORTUNITIES	
Objectives	Priority
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 areas 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 rates 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-to-moderate-income residents. Due to the economic downturn over the last few years, federal, state, and local government budgets have been highly impacted by the national foreclosure crisis and the general cost of recovering from the economic downturn. As a result, in the three years since the economy began its downward turn in 2008, the City has had to rely on its municipal budget reserves to offset some of the budget deficits, which has reduced the 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 second 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.

3-5 Year Strategic Plan Managing the Process response:

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 public facilities and infrastructure improvement 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. At each step in the process, the City has ensure the participation of low-to-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.

Consultations

City of Miami Gardens staff developed this plan with the use of a variety of tools, including benchmarking other municipal consolidated plans that have been well received by HUD, and implementing online plan development tools provided by HUD. Finally, the process also entailed consulting with a variety of public agencies that contributed to the City's Consolidated Plan and CDBG activities, agencies that provide services in the City of Miami Gardens and, most importantly, reaching out to the non-profit organizations and community development corporations that serve the residents of the City of Miami Gardens.

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.

3-5 Year Strategic Plan Citizen Participation response:

Citizen Participation Process

As required by 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.

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, along with specific grant funds; available unspent prior year's 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, Annual Action Plan, or substantial amendment is available for review and subject to public comment. The notification will provide a summary of the proposed Consolidated Plan, Annual Action Plan, or substantial amendment, and describe the contents and purpose of the particular plan. The notice will also be posted on the City's website (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 thirty (30) days:

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

Betty T. Ferguson Recreation Complex
3000 NW 199 Street
Miami Gardens, FL 33056

North Dade Regional Library
2455 NW 183 Street
Miami Gardens, FL 33056

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 either in writing or orally at any of the public hearings, or during the 30-day public review. The City will address those comments received in the preparation of the final Consolidated or Annual Action Plans. The City will include any written or oral comments in the final Consolidated or Annual Action Plans submitted to HUD. The City will also post the draft plan and final plan on the City's website (www.miamigardens-fl.gov). Hard copies will also be available upon request.

Amendments to the Consolidated and Action Plans: The City will amend its approved plans 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 Annual 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 City Hall and on the City's website (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 or Annual Action Plans 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 Betty T. Ferguson Recreation Center, and the North Dade Regional Library. The City Manager will submit a letter to HUD authorizing the amendment after the 30-day comment period and will implement the amendment at that time.

Performance Report: At the end of each program year, a Consolidated 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 15-day public review and comment period. Any comments received from the general public will be included in the CAPER submitted to HUD.

The City will hold two (2) 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 (1) 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) at least two (2) 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 program. Citizens will be able to download program information, action plans, and the consolidated 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 person 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 Consolidate and Annual Action Plans, amendments, and the CAPER must submit the complaint in writing to:

City of Miami Gardens – Department of Community Development
1515 NW 167 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 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 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.

Encouragement of Citizen Participation

The City has and will continue to enable citizens of the City to participate in the development of its Consolidated and Annual Action Plans, any substantial amendments, 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-6: Low- and Moderate-Income Neighborhoods

Neighborhood	Census Tracts
Brentwood & Vicinity	010002-1
Bunche Park & Rainbow Park	000401-6, 000402-2, 000402-3, 000402-4*;
Cloverleaf Estates & Vicinity	009501-9
Kings Gardens	010010-2
Lake Lucerne	009904-1, 009904-9
LeJeune Gardens & Vicinity	010006-1
Leslie Estates & Vicinity	010002-2
Myrtle Grove & Vicinity	009400-1
Rainbow Park	000403-1, 000403-5*, 000403-6
Vista Verde & Vicinity	010001-9
Unidentified	009600-2, 009902-3

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

In addition, the 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. Furthermore, all meetings have been conducted in areas that are accessible to persons with disabilities.

Summary of Citizen Comments

The City of Miami Gardens held four (4) public meetings to obtain citizen input on the draft 5-year Consolidated Plan as well as the 2011-2012 Action Plan. Two (2) of these meetings were held in April 2011, prior to the publishing of the draft Consolidated Plan, to educate the citizenry and solicit input from the public on the priority needs of the community and identifying those priority areas. The agenda for these meetings was the same: a brief presentation by City staff followed by questions, answers and comments from those present.

Following the publishing of the draft Consolidated Plan two (2) additional public hearings were held to obtain citizen feedback on the draft Plan. Each group was briefed by City staff on the draft Consolidated Plan and 2011-2012 Action Plan. Following the presentation, the public was invited to ask staff questions and provide comment.

A summary of the questions, answers and comments received at each meeting/hearing is incorporated as part of this Plan as Appendix A

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.

3-5 Year Strategic Plan Institutional Structure response:

Structure for Delivery of Service

The City of Miami Gardens Department of Community Development 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 Council of Miami Gardens 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 & Code Compliance Division
- City of Miami Gardens Department of Community Development

Suitable Living Environment

- City of Miami Gardens Public Works Department
- City of Miami Gardens Parks and Recreation Department
- City of Miami Gardens Building & Code Compliance Division
- City of Miami Gardens Community Development Department
- City of Miami Gardens Police Department
- Homeowners Associations
- Faith Based Organizations

Expanded Economic Opportunities

- Beacon Council
- City of Miami Gardens Chamber of Commerce
- Miami-Dade Office of Housing & Community Development

Strengths and Gaps in the Delivery System

Over the past five years, the City of Miami Gardens has developed strong and successful partnerships with both public and private sector entities. Communication and cooperation between the City and its partnering agencies and organizations that implement Consolidated Plan activities is strong and well defined. The City provides and open dialog and much technical assistance to those new and existing agencies who wish to begin partnerships with the City.

The single most significant impediment in the delivery system is 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 Department of Community Development 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 Public Housing Agency (MDPHA) is the primary agency that provides public housing services within the City of Miami Gardens. It provides federal subsidies for 186 units in the City of Miami Gardens and almost 10,000 units countywide of public and other assisted housing. As the sixth largest housing agency in the nation, MDPHA is responsible for housing more than 30,000 residents, provides for Section 8 subsidized payments for 16,000 families and administers an array of specialized housing opportunities for special populations and the homeless.

MDPHA 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. MDPHA 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.

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.

3-5 Year Strategic Plan Monitoring response:

The City of Miami Gardens Department of Community Development shall conduct annual on-site monitoring visits 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 the City's monitoring checklist. 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 and whether there are any concerns or findings. 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 will 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 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.

3-5 Year Strategic Plan Priority Needs Analysis and Strategies response:

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-to-moderate-income residents. Due to the economic downturn over the last few years, federal, state, and local government

budgets have been highly impacted by the national foreclosure crisis and the general cost of recovering from the economic downturn. As a result, in the three years since the economy began its downward turn in 2008, the City has had to rely on its municipal budget reserves to offset some of the budget deficits, which has reduced the 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 second five year Consolidated Plan.

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, and how the plan for the reduction of lead-based hazards is related to the extent of lead poisoning and hazards.

3-5 Year Strategic Plan Lead-based Paint response:

Prevalence of Lead Based Paint Hazards

Generally

There are 36,043 housing units in the City of Miami Gardens, 76% 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- 7: City of Miami Gardens Housing Units by Age

Year Structure Built	Number of Units	Percentage of Total
2005 or later	671	1.86
2000-2004	1,967	5.46
1990-1999	2,438	6.76
1980-1989	3,666	10.17
1970-1979	8,296	23.02
1960-1969	6,890	19.12
1950-1959	10,240	28.41
1940-1949	1,513	4.20
1939 or earlier	362	1.00
Total Units	36,043	100.00

Source: U.S. Bureau of the Census, 2005-2009 American Community Survey

Among Extremely Low, Low, and Moderate-Income Families

According to the 2005-2009 American Community Survey, 47% of the City of Miami Gardens' households were low-to-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-to-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- 8: Estimated Lead Hazards in Low & Moderate Income Housing

	Households	Estimated Housing Units with Lead Hazards
Extremely Low Income (<30 % MFI)	4,860	2,702 (30.6%)
Low Income (>30% -<50 %MFI)	4,395	2,444 (27.7%)
Moderate Income (>50 % - < 80% MFI)	6,605	3,672 (41.7%)
SUBTOTAL	15,860	8,818 (100%)
TOTAL HOUSEHOLDS	36,043	

Source: US Bureau of Census; CHAS 2006-2008 Data

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 continue 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

Housing Needs (91.205)

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

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, victims of domestic violence, 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.

3-5 Year Strategic Plan Housing Needs response:

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 the Comprehensive Housing Affordability Strategy (CHAS) data provided by HUD for the City of Miami Gardens. The primary purpose of the CHAS data is to demonstrate the number of households in need of housing assistance. This is estimated by the number of households that have certain housing problems and have income low enough to qualify for HUD's programs (primarily 30, 50, and 80 percent of median income). It is also important to consider the prevalence of housing problems among different types of households, such as the elderly, disabled, minorities, and different household types. The CHAS data provide counts of the numbers of households that fit these HUD-specified characteristics in Miami Gardens. In addition to estimating low-income housing needs, the CHAS data contribute to a more comprehensive market analysis by documenting issues like lead paint risks, "affordability mismatch," and the interaction of affordability with variables like age of homes, number of bedrooms, and type of building.

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, 100% of large related family renters are facing severe cost burden (housing costs that exceed 50% of household income), followed by 100% of "other households", 85.5% of small related families, and 17.2% of elderly renters. In the low-income category, the severity of the cost burden decreases slightly for small and large related households; however, 71% of other households and 48.3% of elderly households are facing severe rental cost burden. Both the large and small related families are facing rental housing cost burden (housing costs that exceed 30% of household income) of 64.7% and 43.8%, respectively, followed by 16.1% of other households, and 25% of elderly renters. Similarly, the severe cost burden continues to decrease within the moderate-income category; however the rental cost burden (housing costs that exceed 30% of household income) for households in this category remains high with 56.1% of other households, 66% of both large and small related families, and 78.4% of elderly renters facing rental housing cost burdens.

Owner Occupied Housing Cost Burdens

In the homeowner population, the Housing Needs Tables indicate that the cost burden is just as severe with homeowners. Across all income categories, a high percentage of homeowners are experiencing cost burdens that exceed 50%. In the

very low-income category, large related families are the most severely impacted with 100% experiencing cost burdens, followed by 77.7% of elderly, 75% of small related families, and 66.2% of other households. In the low-income category, large and small related families are the most severely impacted with 85.5% and 78.3%, respectively, experiencing cost burdens exceeding 50%; followed by 38.2% of other households, and 35% of the elderly. In the moderate-income category, other households are the most severely impacted with 63.8% experiencing cost burdens exceeding 50%, followed by 47.2% of small related families, 29.7% of large related families, and 18.8% of elderly households.

Table II - 1: Housing Needs Tables

Household Income <=30% MFI				
Housing Needs Table		Current % of Households	Current Number of Households	
Renter	Elderly	NUMBER OF HOUSEHOLDS	100%	495
		Any housing problems	47.5	235
		Cost Burden > 30%	29.3	145
		Cost Burden >50%	17.2	85
	Small Related	NUMBER OF HOUSEHOLDS	100%	930
		With Any Housing Problems	89.2	830
		Cost Burden > 30%	4.3	40
		Cost Burden >50%	85.5	795
	Large Related	NUMBER OF HOUSEHOLDS	100%	100
		With Any Housing Problems	100	100
		Cost Burden > 30%	0.0	0
		Cost Burden >50%	100	100
	All Other Households	NUMBER OF HOUSEHOLDS	100%	860
		With Any Housing Problems	41.3	355
		Cost Burden > 30%	0.0	0
		Cost Burden >50%	100.0	860
Owner	Elderly	NUMBER OF HOUSEHOLDS	100%	1320
		With Any Housing Problems	92.8	1225
		Cost Burden > 30%	13.3	175
		Cost Burden >50%	77.7	1025
	Small Related	NUMBER OF HOUSEHOLDS	100%	660
		With Any Housing Problems	86.4	570
		Cost Burden > 30%	11.4	75
		Cost Burden >50%	75.0	495
	Large Related	NUMBER OF HOUSEHOLDS	100%	125
		With Any Housing Problems	100	125
		Cost Burden > 30%	0.0	0
		Cost Burden >50%	100.0	125
	All Other Households	NUMBER OF HOUSEHOLDS	100%	370
		With Any Housing Problems	66.2	245
		Cost Burden > 30%	0.0	0
		Cost Burden >50%	66.2	245
Household w/ Disabled Member	NUMBER OF HOUSEHOLDS	100%		
	With Any Housing Problems	TBD		

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%	300
		With Any Housing Problems	75.0	225
		Cost Burden > 30%	25.0	75
		Cost Burden >50%	48.3	145
	Small Related	NUMBER OF HOUSEHOLDS	100%	1165
		With Any Housing Problems	91.9	1070
		Cost Burden > 30%	43.8	510
		Cost Burden >50%	44.2	515
	Large Related	NUMBER OF HOUSEHOLDS	100%	255
		With Any Housing Problems	80.4	205
		Cost Burden > 30%	64.7	165
		Cost Burden >50%	15.7	40
	All Other Households	NUMBER OF HOUSEHOLDS	100%	310
		With Any Housing Problems	87.1	270
		Cost Burden > 30%	16.1	50
		Cost Burden >50%	71.0	220
Owner	Elderly	NUMBER OF HOUSEHOLDS	100%	800
		With Any Housing Problems	68.1	545
		Cost Burden > 30%	33.1	265
		Cost Burden >50%	35.0	280
	Small Related	NUMBER OF HOUSEHOLDS	100%	875
		With Any Housing Problems	98.3	860
		Cost Burden > 30%	20.0	175
		Cost Burden >50%	78.3	685
	Large Related	NUMBER OF HOUSEHOLDS	100%	415
		With Any Housing Problems	100.0	415
		Cost Burden > 30%	14.5	60
		Cost Burden >50%	85.5	355
	All Other Households	NUMBER OF HOUSEHOLDS	100%	275
		With Any Housing Problems	65.5	180
		Cost Burden > 30%	27.3	75
		Cost Burden >50%	38.2	105
Household w/ Disabled Member	NUMBER OF HOUSEHOLDS	100%		
	With Any Housing Problems	TBD		

Table II-1b: Housing Needs Table

Household Income >50 to <=80% MFI				
Housing Needs Table			Current % of Households	Current # Households
Renter	Elderly	NUMBER OF HOUSEHOLDS	100%	255
		With Any Housing Problems	78.4	200
		Cost Burden > 30%	78.4	200
		Cost Burden >50%	0.0	0
	Small Related	NUMBER OF HOUSEHOLDS	100%	985
		With Any Housing Problems	83.8	825
		Cost Burden > 30%	66.5	655
		Cost Burden >50%	17.3	170
	Large Related	NUMBER OF HOUSEHOLDS	100%	280
		With Any Housing Problems	78.6	220
		Cost Burden > 30%	66.1	185
		Cost Burden >50%	7.1	20
	All Other Households	NUMBER OF HOUSEHOLDS	100%	820
		With Any Housing Problems	90.2	740
		Cost Burden > 30%	56.1	460
		Cost Burden >50%	33.5	275
Owner	Elderly	NUMBER OF HOUSEHOLDS	100%	1195
		With Any Housing Problems	52.7	630
		Cost Burden > 30%	33.9	405
		Cost Burden >50%	18.8	225
	Small Related	NUMBER OF HOUSEHOLDS	100%	1865
		With Any Housing Problems	87.4	1630
		Cost Burden > 30%	40.2	750
		Cost Burden >50%	47.2	880
	Large Related	NUMBER OF HOUSEHOLDS	100%	505
		With Any Housing Problems	88.1	445
		Cost Burden > 30%	49.5	250
		Cost Burden >50%	29.7	150
	All Other Households	NUMBER OF HOUSEHOLDS	100%	705
		With Any Housing Problems	95.0	670
		Cost Burden > 30%	31.2	220
		Cost Burden >50%	63.8	450
Household w/ Disabled Member	NUMBER OF HOUSEHOLDS		100%	
	With Any Housing Problems		TBD	

Housing Problems

An average of 81% 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. As part of the City's Comprehensive Development Master Plan, 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 the U.S. Census 2005-2009 American Community Survey, there are 2,145 units (5.2% of the housing stock) within the City that were constructed prior to 1950.

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

U.S. Census 2005-2009 American Community Survey reported that only 205 housing units lacked either complete plumbing or kitchen facilities. This equates to only .6% of the total housing stock. Therefore, due to the high level of availability of housing units with complete plumbing and kitchen facilities, 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 U.S. Census 2005-2009 American Community Survey, there were an estimated 1,970 households, or 5.5% 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 165 units. There are an additional fifteen assisted-rental housing properties containing a total of 3,028 apartment units. The Miami Dade Public Housing Authority indicates that there are _____ applicants on the waiting list for public housing, and _____ 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
FHA Homes Miami-Dade County	Scattered Homes	12	Family
Miami Gardens Apts.	NW 183 St. /22 Avenue	45	Family
Opa-Locka Family C	1802-2113 NW 151 St.	9	Family
Venetian Gardens	16100 NW 37 Avenue	52	Family
Vista Verde	FHA Scattered Homes	28	Family
Total Units		146	
Source: Shimberg Center for Affordable Housing and Miami Dade Public Housing Agency Annual Plan, 05/2011			

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

Demographic	Public Housing	Section 8
Disabled	TBD	TBD
Waiting List Totals	TBD	YBD
Source: Miami Dade Housing Agency - Public Housing Division		

Table II - 4: Miami Gardens Assisted Housing Inventory

Name	Address	Units/Type	Assistance*
183 rd Street Apartments	18451 NW 37 Avenue	175/Family	5,6
187 th Street Apartments	18865 NW 37 Avenue	156/Family	5,6
Carol City Gardens	4601 NW 183 Street	152/Family	5,6
Cedar Grove	20601 NW 17 Avenue	288/Family	1,2,3,4
Crossings @ University	18740 NW 27 Avenue	320/Family	2,3
Del Prado Apartments	18081 NW 40 Place	32/Family	3,4
Douglas Pointe	3840 NW 183 Street	176/Family	1,3,4
Eagle's Landing	18800 NW 27 Avenue	321/Family	3
Emerald Dunes	1931 NW 207 Street	141/Family	3
Hamlet @ Walden Pond	20885 NW 9 Court	312/Elderly	3,4
Lakes Edge @ Walden	950 NW 214 Street	400/Family	1
Miami Gardens Apts.	18175 NW 22 Avenue	45/Family	5,6
Robert Sharp Towers I	103 NW 202 Terrace	110/Elderly	2,5,8
Robert Sharp Towers II	115 NW 202 Terrace	110/Elderly	5,7
Walden Pond Villas	20880 NW 7 Avenue	290/Family	3
Total Units		3,028	
*1- Bonds; 2 – Loan Guarantee; 3 – Housing Credits; 4 – S.A.I.L.; 5 – Rent supplement; 6 – Section 8 non-insured; 7 - HUD 221(d) (4); 8 – HUD 207/223(f)			
Source: Shimberg Center for Affordable Housing, 05/2011			

Special Needs Households

In order to establish the total low-income HIV/AIDS population in the City of Miami Gardens, city staff 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: 33054; 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. The 2000 Census population counts were used for this methodology due to the fact that more recent zip code population counts were not available.

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 2,948 cases of AIDS reported in Zone II in 2011.
3. Applying the 2011 percentage of AIDS cases (36%) to the 2000 City population (100,809), it is estimated that 1,061 residents of Miami Gardens had AIDS in 2000.
4. It is estimated that approximately 49.4% 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 524 low to moderate-income residents of the City with AIDS in 2000.

Disproportionate Housing Needs

A household income analysis by race and Hispanic origin was completed in order to determine disproportionate housing needs. The following racial and Hispanic composition estimates of Miami Gardens households:

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

Race	Percent
White	18.1
Black	76.4
American Indian	0.1
Asian	0.4
Pacific Islander	0.0
Other	4.0
2 or more races	1.0
Total	100.0
Hispanic Origin	20.4
Source: U.S. Census 2005-2009 American Community Survey	

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.

Household 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: Household Income Data for Black and Hispanic Populations in Miami Gardens

Income Group	Citywide %	Disproportionate Need %	Black %	Hispanic %
0-30%	13.5	23.5	8.9	3.4
31% - 50%	12.2	22.2	7.9	3.5
51% - 80%	18.3	28.3	13.4	4.2
Source: 2006-2008 Comprehensive Housing Affordability Strategy (CHAS)				

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 and activities 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.

3-5 Year Strategic Plan Priority Housing Needs response:

Discussion of Priority Housing Needs

Table II-7 outlines the City of Miami Garden’s priority housing needs for the 2011-2016 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
Rental Housing			
<=30% MFI Elderly	1.4 %	Medium	CDBG, Other
<=30% MFI Small Related	2.6 %	Medium	CDBG, Other
<=30% MFI Large Related	0.3 %	Medium	CDBG, Other
<=30% MFI Other	2.4 %	Medium	CDBG, Other
31%-50% MFI Elderly	0.8 %	Medium	CDBG, Other
31%-50% MFI Small Related	3.2 %	Medium	CDBG, Other
31%-50% MFI Large Related	0.7 %	Medium	CDBG, Other
31%-50% MFI Other	0.9 %	Medium	CDBG, Other
51%-80% MFI Elderly	0.7 %	Medium	Other
51%-80% MFI Small Related	2.7 %	Medium	CDBG, Other
51%-80% MFI Large Related	0.8 %	Medium	CDBG, Other
51%-80% MFI Other	2.3 %	Medium	CDBG, Other
Owner Occupied Housing			
<=30% MFI Elderly	3.6 %	High	CDBG, Other
<=30% MFI Small Related	1.8 %	High	CDBG, Other
<=30% MFI Large Related	0.3 %	High	CDBG, Other
<=30% MFI Other	1.0 %	High	CDBG, Other
31%-50% MFI Elderly	2.2 %	High	CDBG, Other
31%-50% MFI Small Related	2.4 %	High	CDBG, Other
31%-50% MFI Large Related	1.2 %	High	CDBG, Other
31%-50% MFI Other	0.8 %	Medium	CDBG, Other
51%-80% MFI Elderly	3.3 %	High	CDBG, Other
51%-80% MFI Small Related	5.2 %	High	CDBG, Other
51%-80% MFI Large Related	1.4 %	High	CDBG, Other
51%-80% MFI Other	2.0 %	Medium	CDBG, Other

Analysis of Housing Market Characteristics

Table II-7 shows that approximately 44% 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 (57%) set up for ownership and about 43% for rent. It is estimated that most of the owner units will need to serve the small-related households with a high demand (12.3%). The elderly will have a demand of about 9% 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.

Neighborhood	Census Tracts
Brentwood & Vicinity	010002-1
Bunche Park & Rainbow Park	000401-6, 000402-2, 000402-3, 000402-4*;
Cloverleaf Estates & Vicinity	009501-9
Kings Gardens	010010-2
Lake Lucerne	009904-1, 009904-9
LeJeune Gardens & Vicinity	010006-1
Leslie Estates & Vicinity	010002-2
Myrtle Grove & Vicinity	009400-1
Rainbow Park	000403-1, 000403-5*, 000403-6
Vista Verde & Vicinity	010001-9
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 significant decrease in housing prices since 2007 due to the foreclosure crisis that has hit the nation at large. Foreclosures in the City are prevalent citywide. According to HUD data, the percent of housing units 90 or more days delinquent or in foreclosure is 26.87%; there have been 3,219 foreclosure starts in the City in the past year; and from the period of July 2009 to June 2010 there were 962 housing units that are Real Estate Owned.

Miami Gardens is an urban community that is 93% built out with a forecasted 9% increase in population growth by 2015. 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 continue to 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 continue to place an emphasis on housing rehabilitation and weatherization programs for the 0-80% MFI population.

Promoting Homeownership

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 65%, which is slightly below the national average of 66.4%, a steady increase of foreclosures in the City of Miami Gardens has undoubtedly had a negative impact on the number of owner occupied units.

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 places 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. The City will prioritize projects that address those needs documented above as having a more severe need.

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)

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

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. Data on the housing market should include, to the extent information is available, an estimate of the number of vacant or abandoned buildings and whether units in these buildings are suitable for rehabilitation.
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.

3-5 Year Strategic Plan Housing Market Analysis responses:

Supply, Demand, and Condition of Housing Stock

Housing Supply

U.S. Census 2005-2009 American Community Survey (2005-2009 ACS) estimates show that there are a total of about 36,043 housing units in Miami Gardens in 2010, consisting of 26,961 single-family and 8,738 multiple-family units, and 347 mobile home/other units. Single-family attached and detached homes constituted approximately 75% of the total.

Housing stock within Miami Gardens constitutes a small share of the countywide total - approximately 3.7% of the 962,935 (Miami-Dade County) year-round units reported by the 2005-2009 ACS. 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 2009

Units in Structure	Total Units	Percent
One Detached	24,426	67.7
One Attached	2,532	7.0
Two	240	0.7
Three or Four	551	1.5
Five to Nine	980	2.7
Ten to Nineteen	1,570	4.5
Twenty to Forty-Nine	2,569	7.1
Fifty or More	2,828	7.8
Mobile Home + Other	347	1.0
Totals	36,043	100.0

Source: U.S. Bureau of the Census, 2005-2009 American Community Survey

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 2005-2009 ACS.

Of the 36,043 housing units reported in 2009 by the 2005-2009 ACS, an estimated 23,370 units (65%) are owner-occupied, while 9,787 units (27%) are renter-occupied. The balance (2,886 units, or 8% of the total) are classified as vacant. The low-to-moderate income populations exhibit similarly with the majority (57%) being homeowners, however, there are significantly more renters (43%) in the low-to-moderate income populations.

Table II - 9: 2009 Housing Tenure Characteristics

Unit Type	Miami Gardens		Miami-Dade County	
	Units	Percent	Units	Percent
Year-round housing units	36,043	100.0	962,935	100.0
Occupied housing units	33,157	92.0	827,931	86.0
Owner-occupied units	23,370	64.8	482,841	50.2
Renter-occupied units	9,787	27.2	345,090	35.8
Vacant housing units	2,886	8.0	135,004	14.0
Vacant for sale	625	1.7	18,856	2.0
Homeowner vacancy rate *		2.7		3.9
Vacant for rent	625	1.7	30,442	3.2
Renter vacancy rate*		6.4		8.8
Held for seasonal or occasional use	498	1.4	48,097	4.9
Rented/Sold not occupied and other vacant	1,138	3.2	37,609	3.9

Source: U.S. Bureau of the Census, 2005-2009 American Community Survey 5-Year Estimates

In relation to total housing stock, the City has a year-round housing unit occupancy rate higher than that of Miami-Dade County (92% vs. 86%) as a whole. Further, the City has a substantially higher rate of owner-occupancy than Miami-Dade County (64.8% vs. 50.2%). The City experienced an overall housing vacancy rate of 8%, lower than the countywide rate of 14%. This is primarily due to the fact that Miami Gardens remains primarily a residential community, as opposed to a tourist and seasonal destination.

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 \$923 per month in 2009, compared to \$965 per month for Miami-Dade County. In 2009, approximately 13% of all rents within the City were within the \$900 to \$999 per month range. As reported in the previous Consolidated Plan (2006-2011), median monthly rent was \$670, this represents an increase of more than 70% over the past five years.

Table II - 10: 2009 Monthly Gross Rent of Specified Renter-Occupied Units

Gross Monthly Rent Range	Miami Gardens		Miami-Dade County	
	Units	Percent	Units	Percent
Less than \$200	282	2.9	12,187	3.5
\$200–\$299	221	2.3	10,925	3.2
\$300–\$399	247	2.5	7,418	2.1
\$400–\$499	241	2.5	9,103	2.6
\$500–\$649	510	5.2	24,554	7.1
\$650–\$899	2,846	29.1	77,794	22.5
\$900–\$999	1,277	13.0	38,170	11.1
\$1,000 and more	3,661	37.4	153,263	44.5
No cash rent	502	5.1	11,676	3.4
Totals	9,787	100.0	345,090	100.0
Median rent per month	\$923		\$965	

Source: U.S. Bureau of the Census, 2005-2009 American Community Survey 5-Year Estimate

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 2005-2009 ACS was \$199,900 in the City compared to \$124,000 for Miami-Dade County, with approximately 79% of owner-occupied units within the City valued at less than \$100,000.

Table II - 11: 2009 Value of Specified Owner-Occupied Housing Units

Value Range	Miami Gardens		Miami-Dade County	
	Units	Percent	Units	Percent
Less than \$50,000	601	2.6	10,242	2.1
\$50,000–\$99,000	2,362	10.1	19,696	4.1
\$100,000–\$149,999	3,373	14.4	36,971	7.7
\$150,000–\$199,999	5,357	22.9	69,130	14.3
\$200,000–\$299,999	9,244	39.6	131,005	27.1
\$300,000 and more	2,433	10.4	215,797	44.7
Totals	23,370	100.0	482,841	100.0
Median value	\$199,900		\$277,200	

Source: U.S. Bureau of the Census, 2005-2009 American Community Survey 5-Year Estimates

In 2007, the median home price for a single family home in the Miami Metropolitan Statistical Area (MSA), which includes the City of Miami Gardens, peaked at \$380,100; this represented a 175% increase since the 2000 (Florida Association of Realtors, University of Florida). Unfortunately, South Florida was not immune to the nationwide sub-prime mortgage and foreclosure crisis and subsequent economic downturn. As illustrated in Table II-12, median home prices in the Miami MSA have fallen sharply since 2007 to \$189,400 in 2010; this represents a significant decrease of -50% over the past three years (Florida Association of Realtors, University of Florida). This pricing correction is a stark contrast to the housing boom the Miami MSA and the City of Miami Gardens was experiencing just five years earlier.

Table II - 12: Miami Metropolitan MSA Median Sales Price 2005-2010

Miami MSA	2005	2006	2007	2008	2009	2010
Single Family Homes	\$351,200	\$375,800	\$380,100	\$276,600	\$195,300	\$189,400
% Change over previous year	28%	7%	1%	-27%	-29%	-3%
Total Change 2005-2010 for MSA: -46%						

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

While new construction is the traditional driver of supply in real estate, the City of Miami Gardens is 93% built out with very little new residential constructions. Foreclosures now have a strong impact on inventories, especially at the local level. Rising inventories, through construction or foreclosure, have placed downward pressure on the median home prices in the City. This housing price correction has virtually eliminated all of the equity gained during the housing boom.

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 Housing and Community Development.

Housing for Persons with AIDS (HOPWA): The HOPWA program is administered by the City of Miami for the Miami-Dade County area. The City of Miami provides tenant-based Long Term Rental Assistance (LTRA) to 1,054 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 ____ 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 significant decrease in housing prices over the past three years. Foreclosures have increased the housing inventory, and unemployment has been on the rise, currently 13.2% in the Miami MSA, which is above the national average of 9.1%; although down from its high in October 2009 of 10.1% (Bureau of Labor and Statistics, May 2011). Additionally, the sub-prime mortgage collapse has made the availability of traditional mortgage financing difficult for those at or below 80% MFI, therefore without the assistance of government back loans and/or subsidies traditional financing will be difficult for these populations.

These factors indicate that the availability of affordable housing in the community will continue to increase. Most buyers in this market will need to have access to government-backed assistance.

Miami Gardens is an urban community that is 93% built out with a forecasted 9% increase in population growth by 2015. 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.

3-5 Year Strategic Plan Specific Housing Objectives response:

Housing Objectives

The following table outlines the specific accomplishment goals that the City of Miami Gardens hopes to achieve over the 2011-2016 Consolidated Plan period.

ACTIVITY	ACCOMPLISHMENT UNITS	GOAL
Direct Homeownership Assistance	Households	100
Rehab, Single-Unit Residential	Housing Units	120
Energy Efficiency Improvements	Housing Units	50
Homeownership Assistance (not direct)	People (Served)	2000

Use of Resources

The City of Miami Gardens is continuously working to secure various funding streams to enhance its CDBG programs. Since 2006 the City has been successful in identifying other funding resources.

Currently, the City of Miami Gardens is partnering with Miami-Dade County to implement housing rehabilitation program funded by CDBG Disaster Recovery Initiative funds; with Federal HUD using Neighborhood Stabilization Program (NSP) Round 1 and 3 funds to address the foreclosure crisis in the City and provide subsidies for first-time homebuyers; with the Federal Department of Energy’s Energy Efficiency and Conservation Block Grant (EECBG) funds to address energy efficient improvement in the residential housing stock; and with HOME program funds that the City anticipates being eligible to receive within this Consolidated Plan period.

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.

3-5 Year Strategic Plan Needs of Public Housing response:

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 five public housing rental properties, containing a total of 165 units, operated by the Miami Dade Public Housing Agency (MDPHA). As indicated in Table II-13, a majority of the MDPHA units in the City of Miami Gardens are dedicated to families.

According to MDPHA, 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: Miami-Dade Public Housing Agency’s Public Housing Inventory in Miami Gardens

Name	Address	Units	Type
FHA Homes Miami-Dade County	Scattered Homes	12	Family
Miami Gardens Apts.	NW 183 St. /22 Avenue	45	Family
Opa-Locka Family C	1802-2113 NW 151 St.	9	Family
Venetian Gardens	16100 NW 37 Avenue	52	Family
Vista Verde	FHA Scattered Homes	28	Family
Total Units		146	

Source: Shimberg Center for Affordable Housing and Miami Dade Public Housing Agency Annual Plan, 05/2011

Section 504 Need Assessment

MDHA is currently under a voluntary compliance agreement with the U.S. Department of Housing and Urban Development 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 MDPHA has adopted a strategy in its Annual Plan for FY 2011-2012 to address Section 504 Needs. The strategy is to target available assistance to families with disabilities. To do this, the MDPHA has and will conduct the following activities:

- Collected data from its wait lists and via post-application questionnaires to gauge clients’ disability-related needs and has submitted a needs assessment to US HUD.
- Continue implementation and modifications needed in public housing based on Section 504 needs assessment.
- Affirmatively market to 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 Public Housing Agency, the City of Miami Gardens has _____ applicants on the waiting list for Public Housing and _____ applicants on the waiting list for Section 8 vouchers. Table II-14 illustrates the characteristics of the applicants currently 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 Public Housing Agency Wait List City of Miami Gardens Applicants

Demographic	Public Housing	Section 8
White	TBD	TBD
Black		
Native American		
Asian		
Other		
Disabled		
Age 0-25		
Age 26 -50		
Age 51-75		
Age 76+		
Waiting List Totals	TBD	TBD
Source: Miami Dade Public Housing Agency		

Restoration and Revitalization Needs

The MDHA has one renovation project that affects a public housing development in the City of Miami Gardens. The renovation project is located within Venetian Gardens, which is a 52-unit, 2-story town home development. Renovations include interior unit improvements and improvements to bring these units into compliance with U.F.A.S. In addition, Venetian Gardens is slated for a Sanitary Sewer Evaluation Survey beginning in the 2011-2012 Fiscal Year.

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))

3-5 Year Strategic Plan Public Housing Strategy response:

MDPHA StrategiesNeed – Shortage of affordable housing for all eligible populations

- Strategy 1: Maximize the number of affordable units available to MDPHA within its current resources by:
 - Reducing turnover time for vacated public housing units and reducing time to renovate public housing units.
 - Seeking replacement of public housing units lost to the inventory through mixed finance, mixed income development and other financing or funding strategies. Seeking replacement of moderate rehabilitation units lost to the inventory through Section 8 Tenant Protection Vouchers.
 - Undertaking measures to ensure access to affordable housing among assisted families, regardless of unit size required.
 - Participating in the Consolidated Plan development process to ensure coordination with broader community strategies.
 - Participating in the Continuum of Care process in the development of permanent housing for homeless individuals and families.
 - Participating in Miami-Dade County's General Obligation Bond (GOB) program to expand the amount of public housing available in Miami-Dade County.
- Strategy 2: Increase the number of affordable housing units by:
 - 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 the Section 8 Homeownership Program and Project-based Section 8 Voucher Program, contingent on the availability of vouchers.

Need – Specific Family Types: Families at or below 30% of median and at or below 50% of median

- Strategy: Target available assistance to families by:
 - Adopting rent policies to support and encourage work.

Need – Specific Family Types: Families with Disabilities

- Strategy: Target available assistance to Families with Disabilities by:
 - Affirmatively marketing to local non-profit agencies that assist families with disabilities
 - Continuing implementation and modifications of the Section 504/ADA requirements and the Voluntary Compliance Agreement (VCA) between MDPHA and USHUD.

Need – Specific Family Types: Races or ethnicities with housing needs.

- Strategy: Increase awareness of MDPHA resources by:
 - Ensuring fair housing marketing.

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 241 participants, which includes both Public Housing and Section 8 Voucher program recipients. As of September

2010, there were no public housing participants and 197 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. As of January 2011, there are 186 families in homeownership with another 76 in the process of completing homeownership requirements. 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.

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.

3-5 Year Strategic Plan Barriers to Affordable Housing response:

Discussion of Barriers

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.

Strategy to Remove Barriers

The City of Miami Gardens has developed goals, objectives, and policies to address affordable housing issues in the City's Comprehensive Development Master Plan. 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 1.2.1: 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 1.2.2: Offer technical assistance and referral services to applicants interested in developing affordable housing opportunities.

Policy 1.2.3: As part of developing the City's land development regulations, 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 1.2.4: 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 1.2.5: Encourage the development of rental housing alternatives for family households.

Policy 1.2.6: As part of the process of developing the City's land development regulations, examine the feasibility of adopting workforce housing criteria that requires new mixed-use development exceeding a specific threshold of units to include an affordable component.

Policy 1.2.7: Develop incentive programs in conjunction with the Future Land Use Element of the Comprehensive Development Master Plan for increasing residential housing densities in exchange for providing enhanced urban amenities for multistory parking, combining public open space, shared parking areas for use in high density/intensity projects and other similar techniques and mechanisms.

HOMELESS

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

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

Homeless Needs— The jurisdiction must provide a concise summary of the nature and extent of homelessness in the jurisdiction, (including rural homelessness and chronic 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.

3-5 Year Strategic Plan Homeless Needs response:

*****This section is still under development. As information is verified this section will be updated.*****

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.

3-5 Year Strategic Plan Priority Homeless Needs response:

*****This section is still under development. As information is verified this section will be updated.*****

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.

3-5 Year Strategic Plan Homeless Inventory response:

*****This section is still under development. As information is verified this section will be updated.*****

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 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.

3-5 Year Homeless Strategic Plan response:

*****This section is still under development. As information is verified this section will be updated.*****

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.

3-5 Year Strategic Plan ESG response:

Not Applicable

COMMUNITY DEVELOPMENT

Community Development (91.215 (e))

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

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- and moderate-income persons.

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.

3-5 Year Strategic Plan Community Development response:

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-to-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 income neighborhoods in particular.

Develop Economic Development Programs: The City will provide training, education, and employment opportunities to help expand Miami Garden's workforce, particularly by lifting low- 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 has designated a Neighborhood Revitalization Strategy Areas (NRSA) in the Bunche Park/Rainbow Park Neighborhoods. These initiatives can be more clearly focused and directed toward these key target neighborhoods of the City where needs are more clearly defined.

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 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 2011, through September 2016, 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	High	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

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

Activity	Matrix Code	Priority	Fund Source
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
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 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, 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 cuts in government funding, and the City's budget is no exception. If reductions in funding continue, it will force the City to make hard decisions on which priority area to fund to the detriment of others.

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 2011 Citizens Participation 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 2011-2012 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

Activity	Accomplishment Unit	Goal
Acquisition of Real Property	People (Area Benefit)	5,000
	Public Facilities (Parks Improvement)	3
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

Activity	Accomplishment Unit	Goal
Direct Homeownership Assistance	Households	100
Homeownership Assistance (not direct)	People (Served)	2,000
Rehab; Single Unit Residential	Housing Units	120
Energy Efficiency Improvements	Housing Units	50
Acquisition	Housing Units	5
Code Enforcement	People (Area Benefit)	5,000
Infrastructure Development	Businesses	5
CDBG Operation & Repair of Foreclosed Property	Housing Units	60

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 Infrastructure facilities, including Storm Water drainage, sewer, street lighting, sidewalks, and other facilities

Activity	Accomplishment Unit	Goal
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 sewer, street and sidewalk improvements in low-to-moderate income neighborhoods.

Table IV - 7: Develop Economic Development Programs

Activity	Accomplishment Unit	Goal
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

Activity	Accomplishment Unit	Goal
Senior Services	People Served	500

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.

3-5 Year Strategic Plan Antipoverty Strategy response:

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 deply 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.
- Prioritize funding in Neighborhood Revitalization Strategy Areas to create opportunities in neighborhoods with greater than 70% low-to-moderate income residents.

All of the program activities detailed in the 2011-2012 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 US Census Bureau's 2005-2009 American Community Survey 5-Year Estimates, 17% of the residents in Miami Gardens are living below the poverty level. 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 \$51,900 in 2011, 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 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- and moderate-income families.

3-5 Year Strategic Plan LIHTC Coordination response:

Not Applicable

NON-HOMELESS SPECIAL NEEDS

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.

3-5 Year Non-homeless Special Needs Analysis response:

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 - 1: 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 will work with US HUD to obtain additional funding through the HOME program.

Non-homeless Special Needs (91.205 (d) and 91.210 (d)) Analysis (including HOPWA)

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

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, victims of domestic violence, 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.
2. Identify the priority housing and supportive service needs of persons who are not homeless but may or may not 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.

3-5 Year Non-homeless Special Needs Analysis response:

*****This section is still under development. As information is verified this section will be updated. *****

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 - 2: 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	-

Total	9,086	2,251
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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 (109,332 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 1,535 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-Dade 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 - 3: Housing and Supportive Service Needs

Special Needs Category	Housing	Supportive Services
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 532 assisted housing units for the elderly in the City of Miami Gardens. Table V-3 outlines the supportive service programs that are available for residents with non-homeless special needs.

Table V - 4: Existing Agencies that Provide Services in the City

Population	Facility/Agency	Services
Elderly and Frail Elderly	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
Persons with Mental Illness	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.
Persons with Disabilities	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.
Persons with Disabilities	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.
Alcohol/Drug Addicted	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.

Housing Opportunities for People with AIDS (HOPWA)

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

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 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.

3-5 Year Strategic Plan HOPWA response:

Not Applicable

Specific HOPWA Objectives

1. 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.

3-5 Year Specific HOPWA Objectives response:

Not Applicable

OTHER NARRATIVE

Include any Strategic Plan information that was not covered by a narrative in any other section.