CITY OF PALM BEACH GARDENS
CITY COUNCIL
Agenda Cover Memorandum

Meeting Date: June 6, 2019
Resolution 40, 2019

Subject/Agenda Item: A Resolution Awarding a Contract to Strategic Planning Group, Inc., under Request for Proposals No. RFP2019-054PZ, to Develop a Workforce Housing Program for the City.

[X] Recommendation to APPROVE
[ ] Recommendation to DENY

Reviewed by: City Attorney R. Max Lohman, Esq. Finance Administrator Allan Owens Deputy City Manager Stephen J. Stepp	**Originating Dept.:** Planning & Zoning Joann Skaria Principal Planner **Advertised: NA** Date: Paper: [x] Not Required	**Total Cost: $190,000** **Funding Source:** [x] Operating [ ] Other **Contract/Agreement:** **Effective Date:** June 6, 2019 **Expiration Date:** May 31, 2024 **Budget Acct.#:** 001.1400.515.3150	**Council Action:** [ ] Approved [ ] Approved w/ Conditions [ ] Denied [ ] Continued to: **Attachments:** • Resolution 40, 2019 - Exhibit "A": RFP and Proposal from Strategic Planning Group, Inc.
Submitted by: Department Director Natalie Crowley Director of Planning & Zoning	**Affected parties**		
Approved by: City Manager Ronald M. Ferris	[ ] Notified [x] Not Required		

BACKGROUND: The City will receive about $5.55 million from property developers for the development of workforce housing/affordable housing projects in the City. The City does not have a comprehensive Workforce Housing Program, and needs to hire a consultant that will provide guidance and assistance in establishing an affordable housing program. After an initial engagement period, the City will retain the selected consultant, on an as-needed basis, to provide services to support the program. The new program will incorporate the City's existing policies on affordable housing.

The City advertised a competitive Request for Proposals and received three proposals from firms interested in performing the work. The Selection Committee met and reviewed the proposals and scored the proposal from Strategic Planning Group (SPG) the highest. The Committee deemed SPG's proposal as offering the City the best combination of expertise and price. Strategic Planning Group was founded in 1983 and has provided workforce housing consultancy services to many cities, including Coral Gables, Sunrise, Delray Beach, and North Miami, and Palm Beach County.

The cost to create the program as proposed by the consultant is approximately $65,000. The total cost indicated in the Agenda Cover Memorandum of $190,000 also includes $25,000/year for continuing professional services for five years on an "as-needed" basis as the plan is implemented but this is optional and may not be utilized.

STAFF RECOMMENDATION: Staff recommends approval of Resolution 40, 2019 as presented.

RESOLUTION 40, 2019

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF PALM BEACH GARDENS, FLORIDA, APPROVING AN AGREEMENT WITH STRATEGIC PLANNING GROUP, INC., UNDER REQUEST FOR PROPOSALS NO. RFP2019-054PZ, TO DEVELOP A WORKFORCE HOUSING PROGRAM FOR THE CITY; PROVIDING AN EFFECTIVE DATE; AND FOR OTHER PURPOSES.

WHEREAS, the City of Palm Beach Gardens prides itself on being a progressive and modern community and seeks to update and modernize its development plans and policies related to workforce housing requirements; and

WHEREAS, the City needs to establish a comprehensive Workforce Housing Program that meets the needs of the community, in accordance with the Housing Element of the City's Comprehensive Plan, Policy 3.2.2.9; and

WHEREAS, the City advertised a competitive Request for Proposals and received proposals from firms interested in performing the work; and

WHEREAS, the Selection Committee met and reviewed the proposals and selected the proposal from Strategic Planning Group as the proposal that met the requirements of the City and offered the best value; and

WHEREAS, the City Council deems approval of this Resolution to be in the best interests of the health, safety, and welfare of the residents and citizens of the City of Palm Beach Gardens and the public at large to approve the award of a contract to Strategic Planning Group, Inc., to develop a Workforce Housing Program consistent with the needs of the Planning and Zoning Department and the requirements described in the Request for Proposals, attached hereto as Exhibit "A".

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF PALM BEACH GARDENS, FLORIDA, that:

SECTION 1. The foregoing recitals are hereby affirmed and ratified.

SECTION 2. The City Council hereby approves the award of the contract with Strategic Planning Group, Inc. for the development of a Workforce Housing Program, consistent with the needs and requirements of the City, and subject to the deliverables detailed in the Request for Proposals. Additionally, the Mayor is hereby authorized to execute the subject agreement.

SECTION 3. This Resolution shall become effective immediately upon adoption.

PASSED AND ADOPTED this ____ day of _____, 2019.

CITY OF PALM BEACH GARDENS, FLORIDA

BY:_____
Mark T. Marciano, Mayor

ATTEST:

BY:_____
Patricia Snider, CMC, City Clerk

APPROVED AS TO FORM AND LEGAL SUFFICIENCY

BY:_____
R. Max Lohman, City Attorney

VOTE:	**AYE**	**NAY**	**ABSENT**
MAYOR MARCIANO	___	___	___
VICE MAYOR LITT	___	___	___
COUNCILMEMBER MARINO	___	___	___
COUNCILMEMBER WOODS	___	___	___
COUNCILMEMBER LANE	___	___	___

EXHIBIT "A"

City of Palm Beach Gardens
10500 North Military Trail
Palm Beach Gardens, FL 33410

AGREEMENT
FOR
CONSULTANT FOR WORKFORCE HOUSING PROGRAM

AGREEMENT NO. RFP2019-054PZ

THIS AGREEMENT is made and entered into this ____ day of _____, 2019 (the "effective date") by and between the **City of Palm Beach Gardens**, a Florida municipal corporation (hereinafter referred to as the "City"), with an address of 10500 North Military Trail, Palm Beach Gardens, Florida 33410, and **Strategic Planning Group, Inc.**, a Florida corporation (hereinafter referred to as the "Consultant"), with an address of 830-13 A1A North, Suite 402, Ponte Vedra Beach, Florida 32082.

WHEREAS, the City desires to retain the services of the Consultant to provide professional services for the development of a workforce housing program in accordance with the City's Request for Proposals RFP2019-054PZ, Consultant for Workforce Housing Program, and the Consultant's response thereto, which are attached hereto and incorporated herein as Exhibit "A".

NOW, THEREFORE, in consideration of the mutual covenants and promises hereafter set forth, the Consultant and the City agree as follows:

ARTICLE 1. INCORPORATION OF REQUEST FOR PROPOSALS.

The terms and conditions of this Agreement shall include and incorporate the terms, conditions, and specifications set forth in the City's Request for Proposals RFP2019-054PZ, Consultant for Workforce Housing Program, and the Consultant's response thereto, including all addenda, final replies, and documentation required thereunder.

ARTICLE 2. SCOPE OF SERVICES.

The Consultant shall provide certain professional services to the City for the development of a Workforce Housing Program, inclusive of all standard practices and performances, the specified deliverables, and based on the schedules and times established by the City's Planning and Zoning Department.

ARTICLE 3. COMPENSATION.

The City shall pay the Consultant for providing professional consulting services according to the terms and conditions of the Request for Proposals and the Consultant's proposed rates and fees as follows:

a. Initial Engagement

i. Deliverable #1
Comprehensive Workforce Housing Incentive Program
$12,960

ii. Deliverable #2
Provide Recommendation for Updating Comprehensive Plan
$9,000

iii. Deliverable #3
Workforce Housing Policy Report
$17,120

iv. Deliverable #4
Draft and Final Workforce Housing Program
$13,880

v. Deliverable #5
Facilitate and Organize Workshops/Hearings (3)
$10,560

Estimated expenses
$1,475

Total Cost for Initial Engagement: $64,995

The City shall make monthly progress payments for the Initial Engagement based on the hours worked and the tasks completed by the Consultant for each Deliverable, subject to the submission of a monthly progress report to the City's Planning and Zoning Department describing the tasks performed.

b. Ongoing Consultant Services (based on the following rates)

Position	Rate per Hour
Project Officer	$175 - $200
Project Manager	$150 - $175
Senior Managing Director	$150 - $175
Senior Associate	$125 - $175
Urban Designer	$120 - $195

Associate	$100 - $150
Planner	$95 - $110
GIS	$90 - $110
Analyst	$90 - $110
Market Analyst	$75 - $95
Word Processing/ Document Production	$50 - $75
Expert Witness	$3,500 per day
Reimbursable Expenses	Billed at cost

After the Initial Engagement, work for ongoing consultant services shall be on an as-needed, project-by-project basis at the City's discretion, and authorized through a City-issued Purchase Order for each project or group of projects.

Estimated Cost for Ongoing Consulting Services: $125,000 (five (5) years)

The City's estimated expenditure under this Agreement is One Hundred Ninety Thousand Dollars ($190,000) for the five- (5) year term of the Agreement.

All payments shall be made in accordance with the Florida Prompt Payment Act, Section 218.74, *Florida Statutes*, on the presentation of a proper invoice by the Consultant.

ARTICLE 4. MISCELLANEOUS PROVISIONS

a. Notice Format. All notices or other written communications required, contemplated, or permitted under this Agreement shall be in writing and shall be hand delivered, telecommunicated, or sent by overnight delivery service to the following addresses:

As to the City:

City of Palm Beach Gardens
10500 North Military Trail
Palm Beach Gardens, Florida 33410
Attn: City Manager
Facsimile: (561) 799-4111

With a copy to:

City of Palm Beach Gardens
10500 North Military Trail
Palm Beach Gardens, Florida 33410
Attn: City Attorney
Email: mlohman@pbgfl.com

As to the Consultant: **Strategic Planning Group, Inc.**
830-13 A1A North, Suite 402
Ponte Vedra Beach, Florida 32082
Attn: Robert J. Gray, President
Email: rgray@spginc.org

b. Headings. The headings contained in this Agreement are for convenience of reference only and shall not limit or otherwise affect in any way the meaning or interpretation of this Agreement.

ARTICLE 5. TERM

The term of this Agreement shall be from the effective date until May 31, 2024, (five (5) years) unless terminated beforehand as provided for in Article 6.

ARTICLE 6. TERMINATION

This Agreement may be terminated by the City, with or without cause, upon providing thirty (30) days' prior written notice to the Consultant. This Agreement may be terminated by the Consultant upon thirty (30) days' prior written notice to the City. Upon any such termination, the Consultant waives any claims for damages from such termination, including, but not limited to, loss of anticipated profits. Unless the Consultant is in breach of this Agreement, the City shall pay the Consultant for services performed through the date of termination in accordance with the terms of this Agreement.

(The remainder of this page intentionally left blank.)

IN WITNESS WHEREOF, the parties hereto have executed this Agreement on the date hereinabove first written.

CITY OF PALM BEACH GARDENS, FLORIDA

By:_____
Mark T. Marciano, Mayor

ATTEST:

By:_____
Patricia Snider, CMC, City Clerk

APPROVED AS TO FORM AND LEGAL SUFFICIENCY

By:_____
R. Max Lohman, City Attorney

STRATEGIC PLANNING GROUP, INC.

By:_____
Robert J. Gray, President

WITNESSES:

By:_____
Print Name: Abbigayle Medders

By:_____
Print Name: Erica Galvano

EXHIBIT "A"

City of Palm Beach Gardens
10500 North Military Trail
Palm Beach Gardens, FL 33410

SELECTION COMMITTEE MEETING

SIGN-IN SHEET

DATE: APRIL 11, 2019

SOLICITATION: RFP2019-054PZ, CONSULTANT FOR WORKFORCE HOUSING PROGRAM

NAME	ORGANIZATION	TELEPHONE	EMAIL
Kul Ra	PBG, Purchasing	561.799.4197	KHARA@PBGFL.COM
Jamie Voss	PBG, Dep CM office	561-799-4110	jvoss@pbgfl.com
Jean O'Brien	PBG Finance	561-799-4167	[illegible]
Natalie Gowley	PBG P+Z	799-4243	ngowley@pbg-fl-com
Joann Storia	PBG P+Z	799-4261	jstoria@pbgfl.com
Dawn Sonneborn	PBG P+Z	799-4219	dsonneborn@pbgfl.com

City of Palm Beach Gardens
10500 North Military Trail
Palm Beach Gardens, FL 33410

PURCHASING DEPARTMENT

REQUEST FOR PROPOSALS EVALUATION SCORING WORKSHEET

RFP2019-054PZ
CONSULTANT FOR WORKFORCE HOUSING PROGRAM

	EVALUATION CRITERIA	Relevant experience, qualifications, past performance	Qualifications of key personnel	Project approach and implementation plan	Pricing and rates	TOTAL SCORE
PROPOSERS	**MAX SCORE PER EVALUATION CRITERIA**	**20**	**20**	**30**	**30**	**100**
	BAE Urban Economics	15	15	20	13	63
	Housing Leadership Council of PBC	12	8	10	22	52
	Strategic Planning Group	19	19	29	30	97

Natalie Crowley
EVALUATOR'S NAME

SIGNATURE

4/11/19
DATE

City of Palm Beach Gardens
10500 North Military Trail
Palm Beach Gardens, FL 33410

PURCHASING DEPARTMENT

REQUEST FOR PROPOSALS EVALUATION SCORING WORKSHEET

RFP2019-054PZ
CONSULTANT FOR WORKFORCE HOUSING PROGRAM

	EVALUATION CRITERIA	Relevant experience, qualifications, past performance	Qualifications of key personnel	Project approach and implementation plan	Pricing and rates	TOTAL SCORE
PROPOSERS	**MAX SCORE PER EVALUATION CRITERIA**	**20**	**20**	**30**	**30**	**100**
	BAE Urban Economics	15	15	19	13	62
	Housing Leadership Council of PBC	10	10	10	22	52
	Strategic Planning Group	20	20	20	30	90

Dawn Sonnebon
EVALUATOR'S NAME

D Sonnebon
SIGNATURE

4/11/19
DATE

City of Palm Beach Gardens
10500 North Military Trail
Palm Beach Gardens, FL 33410

PURCHASING DEPARTMENT

REQUEST FOR PROPOSALS EVALUATION SCORING WORKSHEET

RFP2019-054PZ
CONSULTANT FOR WORKFORCE HOUSING PROGRAM

	EVALUATION CRITERIA	Relevant experience, qualifications, past performance	Qualifications of key personnel	Project approach and implementation plan	Pricing and rates	TOTAL SCORE
PROPOSERS	MAX SCORE PER EVALUATION CRITERIA	20	20	30	30	100
	BAE Urban Economics	19	19	27	27	87
	Housing Leadership Council of PBC	16	18	15	26	75
	Strategic Planning Group	20	19	26	22	87

Joann Skaria
EVALUATOR'S NAME

Joann Skaria
SIGNATURE

4/11/2019
DATE

City of Palm Beach Gardens
10500 North Military Trail
Palm Beach Gardens, FL 33410

PURCHASING DEPARTMENT

REQUEST FOR PROPOSALS EVALUATION SCORING WORKSHEET

RFP2019-054PZ
CONSULTANT FOR WORKFORCE HOUSING PROGRAM

	EVALUATION CRITERIA	Relevant experience, qualifications, past performance	Qualifications of key personnel	Project approach and implementation plan	Pricing and rates	TOTAL SCORE
PROPOSERS	**MAX SCORE PER EVALUATION CRITERIA**	**20**	**20**	**30**	**30**	**100**
	BAE Urban Economics	16	15	20	13	64
	Housing Leadership Council of PBC	10	10	10	22	52
	Strategic Planning Group	18	18	26	30	92

Jamie Voss
EVALUATOR'S NAME

SIGNATURE

4/11/19
DATE

City of Palm Beach Gardens
10500 North Military Trail
Palm Beach Gardens, FL 33410

PURCHASING DEPARTMENT

REQUEST FOR PROPOSALS EVALUATION SCORING WORKSHEET

RFP2019-054PZ
CONSULTANT FOR WORKFORCE HOUSING PROGRAM

	EVALUATION CRITERIA	Relevant experience, qualifications, past performance	Qualifications of key personnel	Project approach and implementation plan	Pricing and rates	TOTAL SCORE
PROPOSERS	**MAX SCORE PER EVALUATION CRITERIA**	**20**	**20**	**30**	**30**	**100**
	BAE Urban Economics	19	18	29	13	79
	Housing Leadership Council of PBC	18	14	21	22	77
	Strategic Planning Group	18	18	25	30	91

Sean O'Brien
EVALUATOR'S NAME

SIGNATURE

4/11/19
DATE

City of Palm Beach Gardens
10500 North Military Trail
Palm Beach Gardens, FL 33410

PURCHASING DEPARTMENT

REQUEST FOR PROPOSALS TOTAL SCORES AND RANKING

RFP No.: RFP2019-054PZ

RFP Title: Consultant for Workforce Housing Program

SELECTION COMMITTEE MEMBERS/EVALUATORS TOTAL SCORES

	PROPOSERS	Evaluator 1	Evaluator 2	Evaluator 3	Evaluator 4	Evaluator 5	TOTAL	RANKING
1	BAE Urban Economics, Inc.	63	62	82	64	79	350	2
2	Housing Leadership Council of Palm Beach County	52	52	75	52	77	308	3
3	Strategic Planning Group, Inc.	97	90	87	92	91	457	1

Selection Committee Members/Evaluators	Signatures	Date
Kml Ra, Purchasing and Contracts Director, Chairperson (No Vote)		4.11.2019
Natalie Crowley, Director of Planning & Zoning		4/11/19
Dawn Sonneborn, Senior Planner		4/11/19
Joann Skaria, Principal Planner		4/11/19
Jamie Voss, Administrative Services Manager		4/11/19
Sean O'Brien, Financial & Accounting Director		4/11/19

City of Palm Beach Gardens
10500 North Military Trail
Palm Beach Gardens, FL 33410

PUBLIC NOTICE – RECOMMENDATION TO AWARD

DATE:	April 11, 2019
SOLICITATION NUMBER:	RFP2019-054PZ
TITLE:	Consultant for Workforce Housing Program

Notice is hereby given that the City of Palm Beach Gardens has completed its evaluation of Proposals received for the above-mentioned Solicitation. The City Manager or designee has recommended award of the Agreement to the following Proposer:

NAME OF PROPOSER:	Strategic Planning Group, Inc.
SELECTION COMMITTEE RANKING:	1st
CONTRACT TERM:	Initial Engagement of approximately one year; and subsequent ongoing consulting services, on an as-needed basis, for the next 5 years.
ESTIMATED CONTRACT VALUE:	Sixty-Four Thousand, Nine Hundred Ninety-Five Dollars ($64,995)

Per:

Kml Ra
CPPO, CPPB, CPSM, C.P.M., CAP-OM, CPCP, FCCM, PMP
Purchasing and Contracts Director

c: Patty Snider, CMC
City Clerk

City of Palm Beach Gardens
10500 North Military Trail
Palm Beach Gardens, FL 33410

PURCHASING DEPARTMENT

REQUEST FOR PROPOSALS TOTAL SCORES AND RANKING

RFP No.: RFP2019-054PZ

RFP Title: Consultant for Workforce Housing Program

SELECTION COMMITTEE MEMBERS/EVALUATORS TOTAL SCORES

	PROPOSERS	Evaluator 1	Evaluator 2	Evaluator 3	Evaluator 4	Evaluator 5	TOTAL	RANKING
1	BAE Urban Economics, Inc.	63	62	82	64	79	350	2
2	Housing Leadership Council of Palm Beach County	52	52	75	52	77	308	3
3	Strategic Planning Group, Inc.	97	90	87	92	91	457	1

Selection Committee Members/Evaluators	Signatures	Date
Kmi Ra, Purchasing and Contracts Director, Chairperson (No Vote)		4.11.2019
Natalie Crowley, Director of Planning & Zoning		4/11/19
Dawn Sonneborn, Senior Planner		4/11/19
Joann Skaria, Principal Planner		4/11/19
Jamie Voss, Administrative Services Manager		4/11/19
Sean O'Brien, Financial & Accounting Director		4/11/19

City of Palm Beach Gardens
10500 North Military Trail
Palm Beach Gardens, FL 33410

PUBLIC NOTICE - SELECTION COMMITTEE MEETING

Date: March 28, 2019

Solicitation No.: RFP2019-054PZ

Title: Consultant for Workforce Housing Program

Pursuant to Florida Statutes 286.011, the City of Palm Beach Gardens gives public notice that a meeting of the Selection Committee Members for the above-referenced RFP will be held as follows:

Thursday, April 11, 2019
10:00am
City Hall
Council Chambers
10500 N Military Trail
Palm Beach Gardens, FL 33410

As required by Florida Statutes, a recording of the meeting will be created and made available to anyone requesting a copy through the Office of the City Clerk.

Per:

Kim! Ra, **CPPO, CPPB, CPSM, C.P.M., CAP-OM, CPCP, FCCM, PMP**
Purchasing and Contracts Director

c: **Patty Snider, CMC**
City Clerk

City of Palm Beach Gardens
10500 North Military Trail
Palm Beach Gardens, FL 33410

SELECTION COMMITTEE MEETING

SIGN-IN SHEET

DATE: MARCH 28, 2019

SOLICITATION: RFP2019-054PZ, CONSULTANT FOR WORKFORCE HOUSING PROGRAM

NAME	ORGANIZATION	TELEPHONE	EMAIL
KHIRA	PBG, PURCHASING	561. 799. 4197	KHIRA@PBGFL.COM
Jamie VOSS	CS, PBG	561-799-4110	jvoss@pbgfl.com
Jean Ollia	Finance, PBG	561-799-4167	solia@pbgfl.com
Joann Skaria	PBG P+Z	561-799-4261	jskaria@pbgfl.com
Natalie Crowley	PBG P+Z	799-4243	ncrowley@pbgfl.com
Dawn Sonneborn	PBG P+Z	799.4219	dsonneborn@pbgfl.com

PALM BEACH
Gardens

CITY OF PALM BEACH GARDENS, FLORIDA

EVALUATOR'S STATEMENT OF INDEPENDENCE AND NON-CONFLICT OF INTEREST

SOLICITATION NUMBER: RFP2019-054PZ

PROJECT TITLE: CONSULTANT FOR WORKFORCE HOUSING PROGRAM

I, **DAWN SONNEBORN**, a Selection Committee Member for **SOLICITATION NO. RFP2019-054PZ**, do hereby attest and certify that, to the best of my knowledge, I do not have a conflict of interest* as a result of any personal, financial, or other interest on my part or that of any member of my immediate family, or of my partner(s). Further, I certify that I am not employed by nor do I have any arrangement for future employment with any vendor, proposer, or organization under consideration, nor will I solicit or accept gratuities, favors, or anything of monetary value from any company or organization associated with this Solicitation.

I will independently score each proposal and have no communication or contact with any proposers regarding the proposals.

I agree to evaluate the proposals in an unbiased, fair, and equitable manner, and am not unfairly prejudiced in regard to any of the proposals.

Dawn Sonneborn

Selection Committee Member Name (print)

Dawn Sonneborn

Selection Committee Member Signature

3/28/19

Date

***A conflict of interest is defined as a situation in which a Selection Committee Member has, or appears to have, a financial relationship with a responding proposer, or has a family relationship with any responding proposer.**

A financial relationship includes involvement of the Selection Committee Member and the proposer in a current partnership, joint venture, company, or corporation, and any other relationship that could make it appear that the Member would obtain a monetary benefit if a favorable evaluation was given.

PALM BEACH Gardens

CITY OF PALM BEACH GARDENS, FLORIDA

EVALUATOR'S STATEMENT OF INDEPENDENCE AND NON-CONFLICT OF INTEREST

SOLICITATION NUMBER: RFP2019-054PZ

PROJECT TITLE: CONSULTANT FOR WORKFORCE HOUSING PROGRAM

I, **JAMIE VOSS**, a Selection Committee Member for **SOLICITATION NO. RFP2019-054PZ**, do hereby attest and certify that, to the best of my knowledge, I do not have a conflict of interest* as a result of any personal, financial, or other interest on my part or that of any member of my immediate family, or of my partner(s). Further, I certify that I am not employed by nor do I have any arrangement for future employment with any vendor, proposer, or organization under consideration, nor will I solicit or accept gratuities, favors, or anything of monetary value from any company or organization associated with this Solicitation.

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I agree to evaluate the proposals in an unbiased, fair, and equitable manner, and am not unfairly prejudiced in regard to any of the proposals.

Jamie E Voss

Selection Committee Member Name (print)

Selection Committee Member Signature

3/28/19

Date

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PALM BEACH
Gardens

CITY OF PALM BEACH GARDENS, FLORIDA

EVALUATOR'S STATEMENT OF INDEPENDENCE AND NON-CONFLICT OF INTEREST

SOLICITATION NUMBER: RFP2019-054PZ

PROJECT TITLE: CONSULTANT FOR WORKFORCE HOUSING PROGRAM

I, JOANN SKARIA, a Selection Committee Member for **SOLICITATION NO. RFP2019-054PZ**, do hereby attest and certify that, to the best of my knowledge, I do not have a conflict of interest* as a result of any personal, financial, or other interest on my part or that of any member of my immediate family, or of my partner(s). Further, I certify that I am not employed by nor do I have any arrangement for future employment with any vendor, proposer, or organization under consideration, nor will I solicit or accept gratuities, favors, or anything of monetary value from any company or organization associated with this Solicitation.

I will independently score each proposal and have no communication or contact with any proposers regarding the proposals.

I agree to evaluate the proposals in an unbiased, fair, and equitable manner, and am not unfairly prejudiced in regard to any of the proposals.

Joann Skaria

Selection Committee Member Name (print)

Joann Skaria

Selection Committee Member Signature

3/28/19

Date

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PALM BEACH
Gardens

CITY OF PALM BEACH GARDENS, FLORIDA

EVALUATOR'S STATEMENT OF INDEPENDENCE AND NON-CONFLICT OF INTEREST

SOLICITATION NUMBER: RFP2019-054PZ

PROJECT TITLE: CONSULTANT FOR WORKFORCE HOUSING PROGRAM

I, **NATALIE CROWLEY**, a Selection Committee Member for **SOLICITATION NO. RFP2019-054PZ**, do hereby attest and certify that, to the best of my knowledge, I do not have a conflict of interest* as a result of any personal, financial, or other interest on my part or that of any member of my immediate family, or of my partner(s). Further, I certify that I am not employed by nor do I have any arrangement for future employment with any vendor, proposer, or organization under consideration, nor will I solicit or accept gratuities, favors, or anything of monetary value from any company or organization associated with this Solicitation.

I will independently score each proposal and have no communication or contact with any proposers regarding the proposals.

I agree to evaluate the proposals in an unbiased, fair, and equitable manner, and am not unfairly prejudiced in regard to any of the proposals.

Natalie Crowley
Selection Committee Member Name (print)

Selection Committee Member Signature

3/28/19
Date

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A financial relationship includes involvement of the Selection Committee Member and the proposer in a current partnership, joint venture, company, or corporation, and any other relationship that could make it appear that the Member would obtain a monetary benefit if a favorable evaluation was given.

PALM BEACH Gardens

CITY OF PALM BEACH GARDENS, FLORIDA

EVALUATOR'S STATEMENT OF INDEPENDENCE AND NON-CONFLICT OF INTEREST

SOLICITATION NUMBER: RFP2019-054PZ

PROJECT TITLE: CONSULTANT FOR WORKFORCE HOUSING PROGRAM

I, **SEAN O'BRIEN**, a Selection Committee Member for **SOLICITATION NO. RFP2019-054PZ**, do hereby attest and certify that, to the best of my knowledge, I do not have a conflict of interest* as a result of any personal, financial, or other interest on my part or that of any member of my immediate family, or of my partner(s). Further, I certify that I am not employed by nor do I have any arrangement for future employment with any vendor, proposer, or organization under consideration, nor will I solicit or accept gratuities, favors, or anything of monetary value from any company or organization associated with this Solicitation.

I will independently score each proposal and have no communication or contact with any proposers regarding the proposals.

I agree to evaluate the proposals in an unbiased, fair, and equitable manner, and am not unfairly prejudiced in regard to any of the proposals.

Sean O'Brien

Selection Committee Member Name (print)

Selection Committee Member Signature

3/28/19

Date

***A conflict of interest is defined as a situation in which a Selection Committee Member has, or appears to have, a financial relationship with a responding proposer, or has a family relationship with any responding proposer.**

A financial relationship includes involvement of the Selection Committee Member and the proposer in a current partnership, joint venture, company, or corporation, and any other relationship that could make it appear that the Member would obtain a monetary benefit if a favorable evaluation was given.

City of Palm Beach Gardens
10500 North Military Trail
Palm Beach Gardens, FL 33410

PUBLIC NOTICE - SELECTION COMMITTEE MEETING (KICK-OFF)

Date: March 20, 2019

Solicitation No.: RFP2019-054PZ

Title: Consultant for Workforce Housing Program

Pursuant to Florida Statutes 286.011, the City of Palm Beach Gardens gives public notice that a meeting of the Selection Committee Members for the above-referenced RFP will be held as follows:

Thursday, March 28, 2019
10:30am
City Hall
Council Chambers
10500 N Military Trail
Palm Beach Gardens, FL 33410

As required by Florida Statutes, a recording of the meeting will be created and made available to anyone requesting a copy through the Office of the City Clerk.

Per:

Kim! Ra, **CPPO, CPPB, CPSM, C.P.M., CAP-OM, CPCP, FCCM, PMP**
Purchasing and Contracts Director

c: **Patty Snider, CMC**
City Clerk

CITY OF PALM BEACH GARDENS

PURCHASING DEPARTMENT

SOLICITATION ADDENDUM

Addendum No. 2

DATE: March 5, 2019

TO: **All Potential Proposers**

SOLICITATION NO.: **RFP2019-054PZ**

TITLE: **Consultant for Workforce Housing Program**

DUE DATE: **Friday, March 15, 2019 at 3:00PM**

This Addendum is and does become a part of the above-mentioned Solicitation.

A. The following questions were received from a potential Proposer, and the responses are provided as shown.

Question 1: For the land suitability task (2.2. h.), will the City provide the consultant with GIS parcel data, including data regarding the existing development on each parcel (e.g., current land use, current valuation, etc.)?

Responses: *The City will provide to the selected Consultant all the GIS information it has available for each property, when requested.*

Question 2: Is the City interested in having a workforce housing requirement (i.e., jobs-housing linkage fee) for non-residential development, or just workforce housing requirements for new market rate housing?

Response: *The City is open to all options.*

Question 3: Is the City interested in having a nexus analysis performed to accompany any workforce housing requirements that the City could impose on residential and/or non-residential development?

Response: *Yes.*

Question 4: Section 2.5 Ongoing consultation indicates that "The hourly rate(s) quoted shall be deemed to provide full compensation to the selected Proposer for labor, equipment use, travel time, and any other element of cost or price. This rate is

assumed to be at straight-time for all labor, except as otherwise noted." May we submit an hourly rate schedule that includes costs for consultant hourly labor, overhead, and profit, with direct expenses such as travel and meal expenses reimbursable separately, at cost?

Response: *Yes.*

B. Attached is a copy of the Sign-In Sheet from the Pre-Proposal Conference and Information Session of March 4, 2019.

C. Attached is a copy of the PowerPoint Presentation that was presented by Planning and Zoning staff at the Pre-Proposal Conference and Information Session on March 4, 2019.

All other terms, covenants and conditions of the subject solicitation and any addenda issued thereto shall apply, except to the extent herein amended.

Kim! Ra

CPPO, CPPB, CPSM, C.P.M., CAP-OM, CPCP, FCCM, PMP
Purchasing and Contracts Director

Attachments

City of Palm Beach Gardens
10500 North Military Trail
Palm Beach Gardens, FL 33410

PRE-PROPOSAL CONFERENCE & INFORMATION SESSION

SIGN-IN SHEET

DATE: MARCH 4, 2019

SOLICITATION: RFP2019-054PZ, CONSULTANT OR WORKFORCE HOUSING PROGRAM

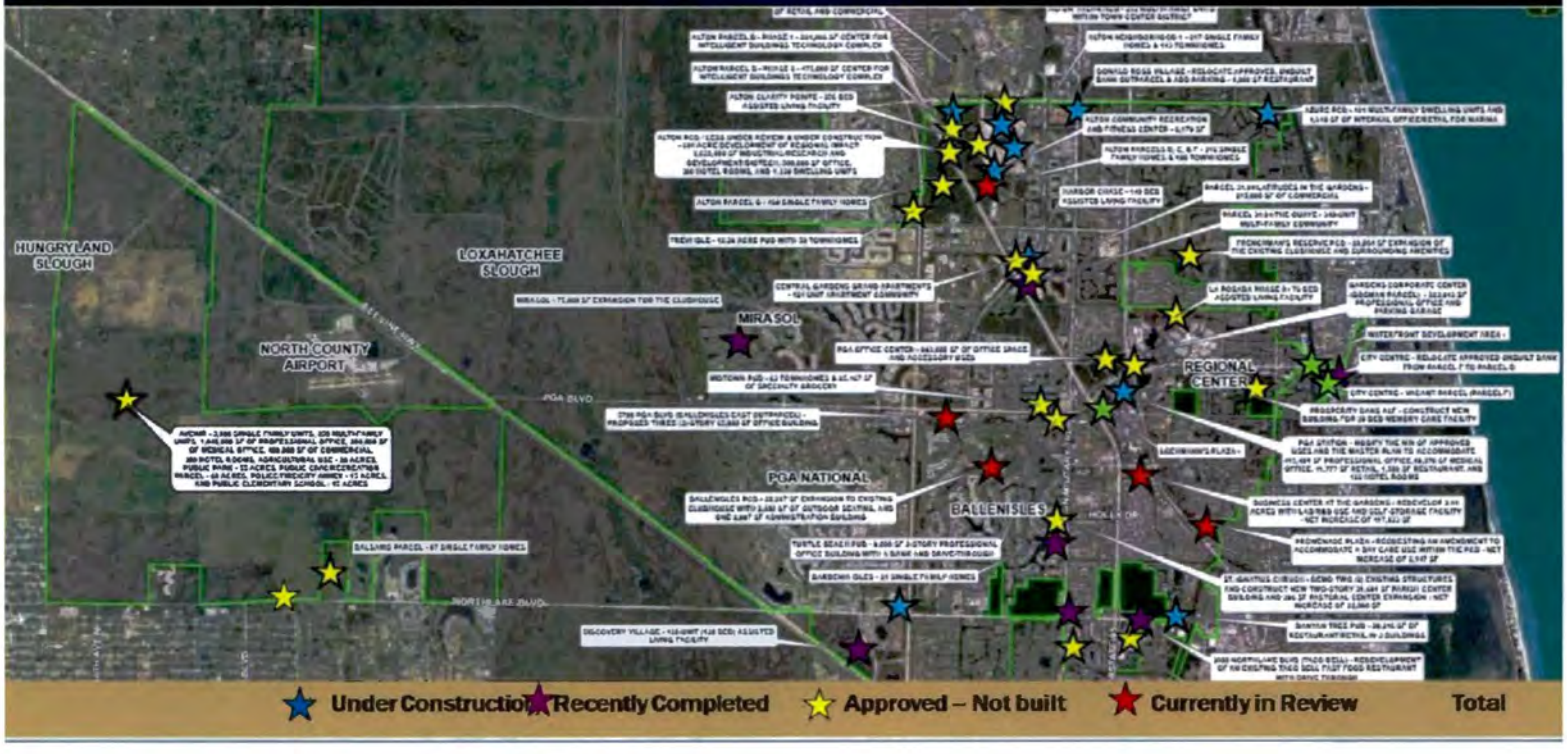
NAME	ORGANIZATION	TELEPHONE	EMAIL
KHIRA	PBG, Purchasing	561.799.4197	KHIRA@PBGFL.COM
LUIZ S. FRANCISCO	ABC CORP DESIGN BUILD	(631)603-7643	ARCTDRAFT@GMAIL.COM.
Kimberly Spence	Florida Housing Coalition	239-218-5008	spence@flhousing.org
Suzanne Cabrera	Housing Leadership Council	561-653-4107	scabrera@hlcpbc.org
DEBRA L. HERNANDEZ	IBI GROUP, INC	954-974-2200	DEBRA.HERNANDEZ@IBIGROUP.COM
Joann Skaria	PBG P+Z	(561)799-4261	
Christen Hutton	JMorton Planning + LA	561-801-6803	chutton@jmortonla.com
Natalie Gouvle	PBG	799-4243	
Sharon Merchant	The Merchant Strategy	561-307-8930	sharon@themerchantstrategy.com
Dodi Glas	QCMO	561 575-9557	Dodi@2gho.com

PALM BEACH
Gardens

Comprehensive Workforce Housing Program

Monday, March 4, 2019
11:00 AM
Commission Chambers

Palm Beach Gardens



Housing Market

MORE

The report overwhelmingly cites "affordability of housing" as the biggest "weakness." What's more, the crisis is "getting worse" and affecting "three key populations prevalent and critical to Florida's future: young families, retirees and critical workers such as teachers, first-responders, nurses, construction workers and professionals in midskills jobs."

The Palm Beach Post
REAL NEWS STARTS HERE

Opinion

Editorial: Rising costs should force action on housing affordability

By The Palm Beach Post Editorial Board

FLORIDA 2030
THE BLUEPRINT TO SECURE FLORIDA'S FUTURE

• Enhance coordination of land use, transportation, and economic development decisions to improve access to jobs and to reduce the combined cost of transportation and housing.

KEY TARGETS

County trying to spur development of affordable housing as rents, prices rise

Counties, cities failing to deliver affordable housing help | Editorial

SAVE $3
CLICK NOW

The Palm Beach Post
REAL NEWS STARTS HERE

Summit: Lack of affordable homes in Palm Beach County at 'crisis' level

South Florida's rental affordability crisis worst in the nation, Harvard report finds

- 36% of Florida households are paying more than 30% of their income on housing
- Nearly 20% spend half their income on housing
- From 2005 to 2015 the number of low income renter households in South Florida increased 29%
- Between 2000 and 2015, South Florida housing supply increased by 240,641 units but number of units affordable to families making less than 60% of AMI actually declined by 84,640
- Local fair market rent for 2 bedroom $1,422
- Since 2006 Palm Beach County has had a program that allows developers to build at increased densities if they include a percentage of price-capped, workforce housing units as part of their development. The program has largely failed.

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Revenue Source

AVENIR PLANNED COMMUNITY DEVELOPMENT

Development Order

125 rental units at 60% AMI

125 rental units at 120% AMI

$5 MILLION

PALM BEACH Gardens

Revenue Source

PALM BEACH Gardens

Housing

Community Development Block Grant

Housing Summit

Conditions of Approval

Comprehensive Plan Housing Element

PALM BEACH Gardens

Comprehensive Plan

- Housing, Policy 3.1.4.1 – Support the development of accessible affordable senior rental housing in close proximity to support services
- Housing, Goal 3.2 – The provision of affordable workforce housing by preserving existing stable neighborhoods, rehabilitating neighborhoods that have declined, and development new residential developments
  - Objective 3.2.1 – Promote programs and other means to ensure that affordable and workforce housing are provided to residents of all income ranges to sustain a balanced community and economic growth
- Housing, Policy 3.2.1.2. – The City shall continue to review existing conditions and trends, quantify the need, and formulate policies and programs to provide affordable and workforce housing
- Housing, Policy 3.2.1.3. – The City shall coordinate public-private partnerships, private non-profit housing agencies, for-profit developers, lenders, Community Land Trusts (CLTs) and other housing agencies to provide affordable and workforce housing

PALM BEACH Gardens

Comprehensive Plan

- Housing, Policy 3.2.1.9 – Continue to evaluate the provisions of incentives to the private sector interested in the provisions of sustainable affordable and workforce housing including but not limited to Targeted Expedited Permitting Program (TEPP), Density bonuses, Traffic Performance Standards mitigation consistent with PBC WFH program
- Housing, Policy 3.2.2.9 – Analyze and evaluate the creation of a new policy that will allow a waiver or partial waiver of impact fees as an incentive for affordable and workforce housing
- Transportation, Policy 2.1.1.25 – Mobility Fee used to incentivize new, infill and redevelopment w/in targeted areas and encourage affordable housing
- Transportation, Objective 2.3.3 – Promote sustainable growth with direct links between public transit, land use, workforce housing, and economic development.
    - Policy 2.3.3.2 – Encourage redevelopment providing workforce housing, pedestrian oriented design, and access to public transit

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What is Workforce Housing?

Area Median Income (AMI)= $74,300[1]

- 60% AMI = $44,580
- 120% AMI = $89,160

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1: HUD 2018 AMI for family income

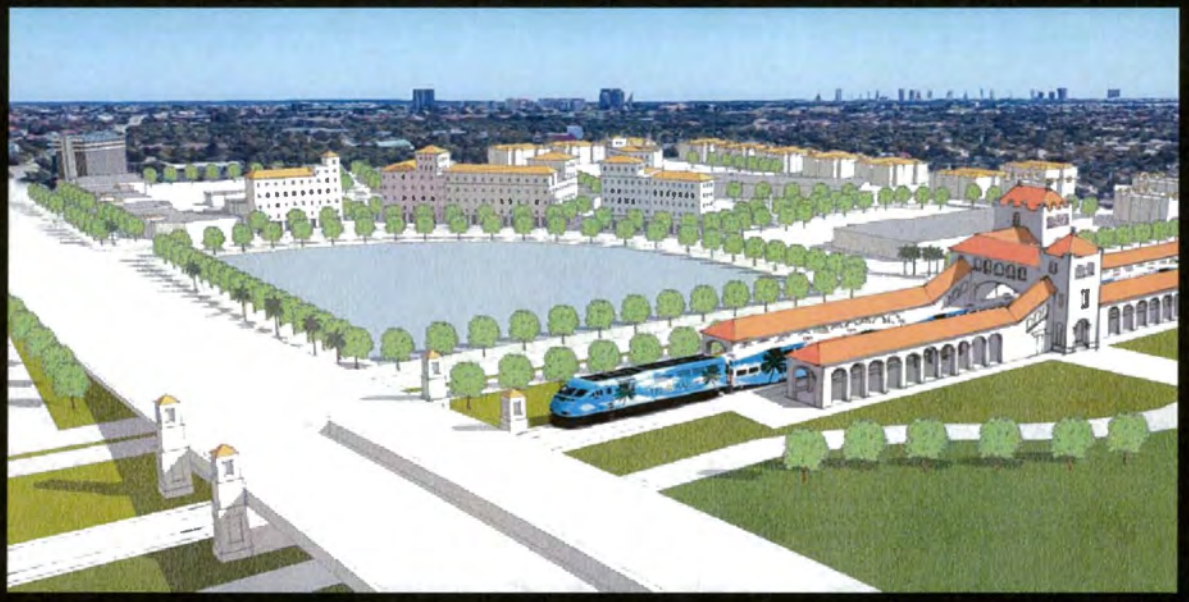
Higher Educational Performance
Transit
Greater Pool of Local Employees
Reduced Homelessness
Economic Viability
Less Vehicle Miles Travelled
Improved Public Health
Workforce Housing

PGA BLVD @ I-95 OPTIONS

VEHICULAR CYCLING VS. PEOPLE RIDING A BICYCLE

Palm Beach Gardens Station Area

½ Mile Radius



Comprehensive Workforce Housing Plan: GOALS

Hire a consultant who can provide guidance and assistance

→

Expand upon existing policies in the City's Comprehensive Plan

→

Establish a Comprehensive Workforce Housing Program

PALM BEACH Gardens

Federal Income Tax Program

Proximity of Proposed Development to a grocery store	Proximity Tie-Breaker Points
☑ > 0 and < or equal to 1.0 mile	1.25
☐ > 1.0 and < or equal to 2.0 miles	1
☐ > 2.0 and < or equal to 3.0 miles	.75
☐ > 3.0 and < or equal to 4.0 miles	.5
☐ > 4.0 and < or equal to 5.0 miles	.25

Proximity of Proposed Development to a public school	Proximity Tie-Breaker Points
☑ > 0 and < or equal to 1.0 mile	1.25
☐ > 1.0 and < or equal to 2.0 miles	1
☐ > 2.0 and < or equal to 3.0 miles	.75
☐ > 3.0 and < or equal to 4.0 miles	.5
☐ > 4.0 and < or equal to 5.0 miles	.25

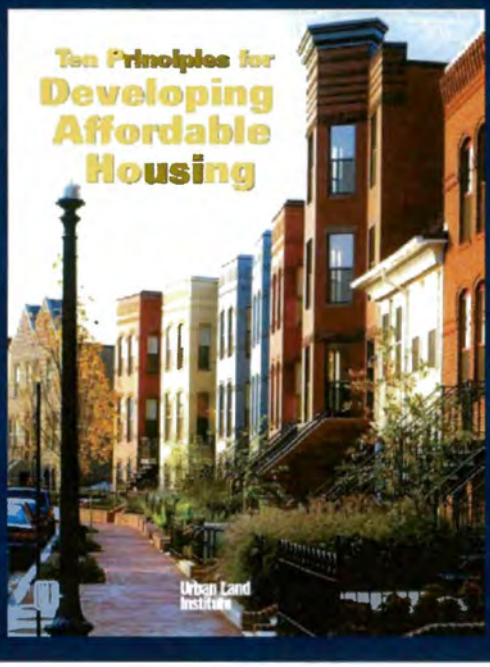
Proximity of Proposed Development to a medical facility	Proximity Tie-Breaker Points
☑ > 0 and < or equal to 1.0 mile	1.25
☐ > 1.0 and < or equal to 2.0 miles	1
☐ > 2.0 and < or equal to 3.0 miles	.75
☐ > 3.0 and < or equal to 4.0 miles	.5
☐ > 4.0 and < or equal to 5.0 miles	.25

Proximity of Proposed Development to a public bus stop or metro-rail stop	Proximity Tie-Breaker Points
☐ > 0 and < or equal to 0.1 mile	1.25
☐ > 0.1 and < or equal to 0.2 mile	1
☐ > 0.2 and < or equal to 0.3 mile	.75
☐ > 0.3 and < or equal to 0.4 mile	.5
☑ > 0.4 and < or equal to 0.5 mile	.25

- The Low Income Housing Tax Credit (LIHTC) program created in 1986
- Program provides tax incentives to encourage developers to create affordable housing
- Tax credits provided States based on population
- Points applied to qualified applications for proximity to Services:
  - ✓ Grocery Store
  - ✓ Public School
  - ✓ Medical Facility
  - ✓ Public Transportation

PALM BEACH Gardens

ULI Ten Principles for Developing Affordable Housing



Locate "**to maximize economic and social opportunities for residents**" and "allow for quality of life amenities ... **good schools** ... and **public transportation options**."

"...Near... retail, **daycare**... **recreational opportunities**, and office and commercial districts."

"Having a variety of housing opportunities makes a community **dynamic, lively, and...sustainable**."

PALM BEACH Gardens

GUNSTER

FLORIDA'S LAW FIRM FOR BUSINESS

North County Chamber Economic Development Committee

"Municipalities, especially the larger ones, should **create their own workforce housing programs....**"

"Strategic Plan calls for the development of a **strategy to expand housing** options...for these ***"essential services" workers****...and to closing this* ***housing gap****."*

"...municipalities should **waive or reduce**... building permit fees, utility connection **fees** and other fees and charges for affordable / workforce housing development."

"Transit-Oriented Development. Higher residential density should be **encouraged in TOD areas with density bonuses** for development that provides a substantial percentage of those units for affordable and/or workforce housing..."

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Recommendations

- ✓ Permit smaller units – already in place
- ✓ Permit Granny Flats – already in place
- ✓ Fee waivers (impacts fees, building permit fees) - implementation required
- ✓ Amend zoning and land use to allow MF in old strip shopping – implementation required
- ✓ Transit Oriented Design – in progress
- ✓ Expedited Permitting – already in place
- ✓ Close the gap on multi-family housing – in progress

- Create own workforce housing program. Potential concepts and use for $ from fund
  - Property acquisition
  - Provision of future rental housing for City employees within close proximity
  - Develop program for employee – SF home credit

PALM BEACH Gardens

What is a Comprehensive Workforce Housing Program?

- impact fee credits or waivers
- building and/or engineering permit fee credits
- land acquisition and/or establishing a community land trust
- public/private partnerships
- identifying funding sources
- first time homebuyer single family home credit
- down-payment assistance program
- provision of workforce rental units
- expedited review of permits
- density bonuses
- creation of an impact fee to assist in offsetting the costs to workforce housing

PALM BEACH Gardens

Thank you. Questions?

PALM BEACH Gardens

City of Palm Beach Gardens
10500 North Military Trail
Palm Beach Gardens, FL 33410

PUBLIC NOTICE - PRE-PROPOSAL CONFERENCE

DATE: February 22, 2019

SOLICITATION NO.: RFP2019-054PZ

TITLE: Consultant for Workforce Housing Program

The City of Palm Beach Gardens gives public notice that a Pre-Proposal Conference and Information Session for the above-referenced Request for Proposals will be held as follows:

Monday, March 4, 2019
11:00AM
City Hall
Council Chambers
10500 N Military Trail
Palm Beach Gardens, FL 33410

As required by Florida Statutes, a recording of the meeting will be created and made available to anyone requesting a copy through the Office of the City Clerk.

Per:

Kim! Ra
CPPO, CPPB, CPSM, C.P.M., CAP-OM, CPCP, FCCM, PMP
Purchasing and Contracts Director

c: Patty Snider, CMC
City Clerk

CITY OF PALM BEACH GARDENS

PURCHASING DEPARTMENT

SOLICITATION ADDENDUM

Addendum No. 1

DATE: February 19, 2019

TO:	**All Potential Proposers**
SOLICITATION NO.:	**RFP2019-054PZ**
TITLE:	**Consultant for Workforce Housing Program**
DUE DATE:	**Friday, March 15, 2019 at 3:00PM**

This Addendum is and does become a part of the above-mentioned Solicitation.

Please note the following change: New Date and Time for Pre-Proposal Conference and Info Session.

Due to a scheduling conflict, the date and time for the Pre-Proposal Conference and Information Session has been changed as follows:

Pre-Proposal Conference and Information Session
Monday, March 4, 2019
11:00AM

All other terms, covenants and conditions of the subject solicitation and any addenda issued thereto shall apply, except to the extent herein amended.

Kim! Ra

CPPO, CPPB, CPSM, C.P.M., CAP-OM, CPCP, FCCM, PMP
Purchasing and Contracts Director

City of Palm Beach Gardens
10500 North Military Trail, Palm Beach Gardens, FL 33410

PURCHASING DEPARTMENT

REQUEST FOR PROPOSALS

RFP2019-054PZ
CONSULTANT FOR WORKFORCE HOUSING PROGRAM

DUE DATE AND TIME
FRIDAY, MARCH 15, 2019, AT 3:00PM (LOCAL TIME)

SECTION	TITLE	PAGE
	Legal Advertisement	2
1.	Special Terms and Conditions	3
2.	Scope of Services	8
3.	Submittal Requirements	10
4.	Evaluation Process	14
5.	Required Affidavits and Forms	17
6.	Exhibits and Attachments	22
	Solicitation Summary	23

INSTRUCTIONS

Responses to this Request for Proposals must be submitted in a sealed envelope to the Office of the City Clerk, 10500 North Military Trail, Palm Beach Gardens, Florida 33410, on or before the Due Date and time show above. Late responses will not be accepted. The City's normal business hours are 8:00 a.m. to 5:00 p.m., Mondays through Fridays, except holidays. The sealed envelope must have the following information clearly marked on the face of the envelope: vendor's name, vendor's address, Request for Proposals number and title.

The sealed envelope must contain a signed original of the Solicitation Summary, and a PDF version of your proposal on a CD/DVD or a USB drive. If any of the documents are password-protected, the City may deem your proposal non-responsive. If the completed Solicitation Summary is not included in the sealed envelope as a hard copy, the City may deem your proposal non-responsive. A printed hard-copy of your proposal is not required.

Timely responses will be publicly opened, read aloud, and recorded by the City Clerk at City Hall on the Due Date and time stated above. All questions regarding this Solicitation must be submitted in writing to the Purchasing Department at kmra@pbgfl.com.

This Request for Proposals is subject to the City's General Terms and Conditions, which are available for review at www.pbgfl.com/purchasing. By submitting an offer to this Request for Proposals, the vendor agrees to be bound by the City's General Terms and Conditions.

City of Palm Beach Gardens
10500 North Military Trail, Palm Beach Gardens, FL 33410

LEGAL ADVERTISEMENT

RFP2019-054PZ
CONSULTANT FOR WORKFORCE HOUSING PROGRAM

The City of Palm Beach Gardens is seeking proposals from qualified professionals and organizations who have the experience and resources to assist the City with developing a Workforce Housing Program, in accordance with the terms, conditions, and specifications contained in this Request for Proposals.

The Request for Proposals will be available on Monday, February 18, 2019, at 8:00 a.m. local time on the City of Palm Beach Gardens website at www.pbgfl.com/purchasing or may be obtained from the Office of the City Clerk.

Proposals must be submitted in a sealed envelope, clearly marked "RFP2019-054PZ, Consultant for Workforce Housing Program", and delivered to the Office of the City Clerk at 10500 North Military Trail, Palm Beach Gardens, Florida 33410. The deadline for submission of proposals is Friday, March 15, 2019, at 3:00 p.m. local time. At that time, all sealed proposals will be publicly opened and read aloud at City Hall, 10500 North Military Trail, Palm Beach Gardens, Florida 33410. Late proposals will not be accepted and will be returned to the sender unopened.

A Pre-Proposal Conference and Information Session will be held on Friday, March 1, 2019, at 10:00am local time in the Council Chambers, City of Palm Beach Gardens, 10500 North Military Trail, Palm Beach Gardens, FL 33410. Attendance is highly recommended for those intending to submit a proposal.

It is the responsibility of the proposer to ensure all relevant pages are included in its proposal. All proposers are advised to carefully examine the requirements of the Request for Proposals. Any questions regarding the completeness or substance of the requirements must be submitted in writing via email to Km! Ra, Purchasing and Contracts Director, at kmra@pbgfl.com.

The City of Palm Beach Gardens is exempt from Federal and State taxes.

The City of Palm Beach Gardens reserves the right to accept or reject any or all offers, in whole or in part, with or without cause, to waive any irregularities and/or technicalities, and to award the contract on such coverage and terms it deems will best serve the interests of the City.

CITY OF PALM BEACH GARDENS
Patricia Snider, CMC, City Clerk

Publish: Palm Beach Post
Monday, February 18, 2019

SECTION 1
SPECIAL TERMS AND CONDITIONS

1.1 PURPOSE

The purpose of this Request for Proposals (RFP) is to solicit proposals from professionals and organizations who have the experience, qualifications, resources, and time to assist the City of Palm Beach Gardens with developing a Workforce Housing Program. The City expects each Proposer to clearly outline its best and most comprehensive resources in its proposal response, because all services and responsibilities identified in this RFP will be awarded to the selected Proposer.

ANTICIPATED PROCUREMENT SCHEDULE

Event	Date
Request for Proposals Advertised	February 18, 2019
Pre-Proposal Conference	March 1, 2019
Due Date and Time for Proposals	March 15, 2019
Evaluation of Proposals Begin	March 18, 2019
Evaluation of Proposals End	April 2019
Award of Contract	May/June 2019

1.2 PRE-PROPOSAL CONFERENCE AND INFORMATION SESSION

A Pre-Proposal Conference and Information Session will be held on Friday, March 1, 2019, at 10:00am local time in the Council Chambers, City of Palm Beach Gardens, 10500 North Military Trail, Palm Beach Gardens, FL 33410. Attendance is highly recommended for those intending to submit a proposal.

The purpose of the Pre-Proposal Conference and Information Session is to provide and solicit information relative to the scope, purpose, nature, and extent of the services required, and any local conditions, which may affect the delivery of the services. Submission of a proposal shall constitute an acknowledgement by the Proposer that it has thoroughly examined and is familiar with the requirements of this Solicitation package. The failure or neglect of the Proposer to examine the Solicitation package, shall in no way relieve the Proposer of any obligation with respect to its proposal or the requirements of the resultant contract. No claim for additional compensation will be allowed which is based on a lack of knowledge of the requirements of this Solicitation package or the resultant contract.

1.3 TERM OF CONTRACT

The term of the resultant contract shall be based on an Initial Engagement of approximately one year; and subsequent ongoing Consultant Services, on an as-needed basis, for the next 5 years.

1.4 OPTIONS TO RENEW

Intentionally Omitted

1.5 METHOD OF AWARD

The City will award the contract to the responsive and responsible Proposer to whom the Selection Committee assigns the highest score. It is the policy of the City to encourage full and open competition among all available qualified vendors. All professionals regularly engaged in the type of services described in this solicitation are encouraged to submit proposals.

To be considered eligible for contract award the Proposer must meet the following requirements:

- Have no delinquent indebtedness to the City of Palm Beach Gardens or other federal, state, or municipal agencies;

- Be regularly and consistently engaged in providing the same or similar services to those being requested in this solicitation;

- Have adequate financial resources, or the ability to obtain such resources as required during performance of the contract;

- Be able to comply with the required or proposed delivery or performance schedule;

- Have a satisfactory record of performance. Vendors who are or have been deficient in current or recent contract performance (when the number of contracts and the extent of the deficiency of each are considered, in the absence of evidence to the contrary or circumstances properly beyond the control of the vendor) shall be presumed unable to meet this requirement. Past unsatisfactory performance will ordinarily be sufficient to justify a finding of non-responsibility;

- Vendors performing work for the City at the time responses to this solicitation are received may be deemed non-responsible and not considered for award of this solicitation should their current performance be rated as less than satisfactory by the City. Previous award of work does not guarantee future award. The vendor must perform satisfactorily and professionally on all City work undertaken;

- Have a satisfactory record of integrity and business ethics;

- If applicable, be properly licensed by the appropriate regulatory agency for the work to be performed;

- Not have any previous investigations where the vendor was found at fault and penalized; or current investigations where disposition is pending by a regulatory agency; and

- Be otherwise qualified and eligible to receive an award under applicable laws and regulations.

1.6 PRICES SHALL BE FIXED AND FIRM

The prices offered by the selected Proposer shall remain fixed and firm during the contract term, and shall not be subject to any adjustments, except as may be provided elsewhere in the contract.

1.7 ELIGIBILITY AND MINIMUM REQUIREMENTS

To be eligible to respond to this RFP and be considered for award, the Proposer must demonstrate to the satisfaction of the City that it or the persons assigned to the project have successfully provided the services required in this solicitation, similar in scope and complexity, to a municipality or quasi-governmental organization.

Proposers must meet the following minimum qualifications. Failure to meet the minimum qualifications may result in rejection of the proposal. Proposers shall submit written

documentation such as letters of references and a list of clients who are public entities, as evidence that they meet the requirements stated below. Letters of references shall not be older than 3 years.

a. Proposers shall certify that they are a qualified and have the experience to provide professional services for the development of a workforce housing program.

b. Proposers shall have at least 5 years' experience in satisfactorily providing the proposed services to a municipality or other public entity.

c. Proposers shall demonstrate a strong foundation in urban and regional planning principles, specifically in a local/municipal planning context, in establishing effective workforce housing programs

d. The Proposer shall be familiar with requirements and laws applicable to workforce housing programs.

e. The assigned project personnel of the Proposer shall have received adequate continuing professional education related to federal and state requirements on workforce housing programs.

f. The Proposer shall submit an example of a recent review and analysis report for a workforce housing program for which the Proposer was the primary consultant.

1.8 RECORDS, ACCOUNTS, AND STATEMENTS

The selected Proposer shall keep on its premises, or such other place approved by the City, current, true, accurate, and complete records and accounts of all services provided to the City, and shall give the City or City's representative access during reasonable business hours and upon 3 business days' notice to examine and audit such records and accounts. Such records shall be maintained, as an independent certified public accountant would need to examine in order to certify a statement of the selected Proposer's business with the City pursuant to generally accepted auditing standards.

1.9 GENERAL STANDARDS

The selected Proposer shall at all times comply with all rules, regulations, and ordinances of the City and other governmental agencies having jurisdiction. The selected Proposer shall further take all precautions and extreme care to conduct its activities in a safe, professional, and prudent manner with respect to its agents, employees, members, visitors, and participants.

1.10 DEFAULT

a. In the event the selected Proposer defaults in the performance of the contract, the City shall have the following options:

i. The City Manager will give the selected Proposer 30 days' written notice of default. If the problem is not resolved within the 30 days, the City may terminate the contract upon 30 days' written notice and obtain the services elsewhere.

ii. The City may recover at law any and all claims that may be due to the City from the selected Proposer.

iii. The City may perform such work as it deems necessary to cure the default or subsequent default and charge the selected Proposer for the full cost of the work, plus 30% of the cost for administrative overhead.

b. The acceptance of all or part of monies due for any period after a default shall not be deemed as a waiver of any of these options, or a waiver of the default or subsequent default of the same or any other term, covenant, and condition.

c. The selected Proposer, in accepting the resultant contract, agrees that the City shall not be liable to be prosecuted for damages in the event the City declares the selected Proposer in default hereunder.

1.11 INSURANCE

The selected Proposer shall not commence any performance pursuant to the terms of this solicitation until certification or proof of insurance has been received and approved by the City's Risk Coordinator or designee.

The required insurance coverage is to be issued by an insurance company authorized, licensed and registered to do business in the State of Florida, with the minimum rating of B+ or better, in accordance with the latest edition of A.M. Best's Insurance Guide. This insurance shall be documented in certificates of insurance which provides that the City of Palm Beach Gardens shall be notified at least thirty (30) days in advance of cancellation, non-renewal, or adverse change. The receipt of certificates or other documentation of insurance or policies or copies of policies by the City or by any of its representatives, which indicate less coverage than is required, does not constitute a waiver of the selected Proposer's obligation to fulfill the insurance requirements herein. Deductibles must be acceptable to the City of Palm Beach Gardens.

The selected Proposer must submit a current Certificate of Insurance, naming the City of Palm Beach Gardens as an additional insured and listed as such on the insurance certificate. New certificates of insurance are to be provided to the City upon expiration.

The selected Proposer shall provide insurance coverage as follows:

a. Workers' Compensation Insurance in accordance with statutory requirements and Employer's Liability Insurance with limits of not less than One Hundred Thousand Dollars ($100,000) for each accident, not less than Five Hundred Thousand Dollars ($500,000) for each disease-policy limit, and not less than One Hundred Thousand Dollars ($100,000) for each employee.

b. General Liability Insurance shall be provided which shall contain minimum limits of One Million Dollars ($1,000,000) per occurrence combined single limit for bodily injury liability and property damage liability and shall contain minimum limits of Two Million Dollars ($2,000,000) per aggregate. Commercial Liability must include premises and/or operations, independent contractors, products and/or completed operations for contracts.

c. Errors and Omissions Liability/Professional Liability Insurance with limits of not less than One Million Dollars ($1,000,000) annual aggregate.

d. Hired and Non-Hired Vehicles with limits of not less than One Million Dollars ($1,000,000) per claim.

1.12 OTHER FORMS OR DOCUMENTS

If the selected Proposer requires the City to execute any forms or documents in relation to the goods or services to be provided, the terms, conditions, and requirements in the City's contract shall take precedence to any and all conflicting or modifying terms, conditions or requirements in the selected Proposer's forms or documents.

SECTION 2
SCOPE OF SERVICES

2.1 BACKGROUND

The City of Palm Beach Gardens prides itself on being a progressive and modern community. The City seeks to update and modernize its development plans and policies related to workforce housing requirements; and then to establish a comprehensive Workforce Housing Program that meets the needs of the community. In the Housing Element of the City's Comprehensive Plan, Policy 3.2.2.9 states: "Prior to, or with the next Evaluation and Appraisal review cycle, the City shall analyze and evaluate the creation of a new policy that will allow a waiver or partial waiver of impact fees, with City Council approval, as an incentive for affordable and workforce housing."

The City would like to expand upon existing policies in the City's Comprehensive Plan, and needs to hire a consultant who can provide guidance and assistance in establishing a comprehensive Workforce Housing Program.

2.2 GENERAL TASKS

At a minimum, the Proposer shall perform the following tasks. These tasks are not exhaustive, and the City will rely on the Proposer's knowledge and experience to include any other tasks that are required for the successful establishment of the Workforce Housing Program.

a. Review the City's Comprehensive Plan (including, but not limited to, the Housing Element);

b. Review the provisions of the State of Florida Statutes pertaining to workforce and affordable housing;

c. Research and analyze housing market trends in Florida, specifically the south Florida region and Palm Beach County;

d. Examine and review the affordable/attainable workforce housing policies and procedures of other comparable municipalities and public entities;

e. Research the demand for affordable/attainable workforce housing in south Florida and Palm Beach County;

f. Review available data and studies in south Florida - including those pertaining to Palm Beach County and its current regulations;

g. Analyze specifically the affordability of housing in Palm Beach Gardens;

h. Review available parcels of land and conduct a suitability analysis for ideal locations in the City for workforce housing;

i. Work with City staff to organize and facilitate workshops on the topic of workforce housing for community input;

j. Meet with the City's stakeholders and develop an actionable implementation schedule that will assist the City with establishing a Workforce Housing Program; and

k. Meet regularly with City staff regarding updates and progress towards the project.

2.3 DELIVERABLES

The Consultant shall provide the City with the following Deliverables:

a. Create a comprehensive Workforce Housing Incentive Program - which may include but is not limited to: impact fee credits or waivers, building and/or engineering permit fee credits, land acquisition and/or establishing a community land trust, public/private partnerships, first time homebuyer single family home credit or down-payment assistance program, provision of workforce rental units, expedited review of permits, density bonuses, creation of an impact fee to assist in offsetting the costs to workforce housing, etc.;

b. Provide recommendations for updating the terminology in the Comprehensive Plan and create accurate definitions to support the Program;

c. Provide a written report of the analysis, including recommendations for a Workforce Housing Policy, and all the market research and data analyzed, to support the recommendations of the Program;

d. Provide a written report with recommendations, including a projected timeline and milestones, which will assist the City with successfully establishing a Workforce Housing Program.

e. Facilitate and organize public workshops and public hearings as needed and incorporate feedback and input into the written reports, analysis, and recommendations.

2.4 PROJECT TIMELINE

The Proposer shall state in its proposal response the number of calendar days it will need to complete the research, study, and analysis and provide the City with the draft reports. The project timeline to deliver the analysis and recommendations shall not exceed one year.

The City shall have the right to review the draft reports, for no longer than 60 calendar days, and to make comments to the selected Proposer. This review time shall be counted as part of the one-year project timeline.

The final reports shall be delivered to the City no later than 60 days after the City submits its comments on the draft reports to the selected Proposer.

2.5 ONGOING CONSULTATION

The Proposer shall state in its proposal response its hourly fees and rate(s) to provide ongoing professional services and consultancy to the City as the City implements the elements necessary for the establishment of the Program. These ongoing professional services shall be on an as-needed basis. The hourly rate(s) quoted shall be deemed to provide full compensation to the selected Proposer for labor, equipment use, travel time, and any other element of cost or price. This rate is assumed to be at straight-time for all labor, except as otherwise noted.

SECTION 3
SUBMITTAL REQUIREMENTS

3.1 INSTRUCTIONS

Responses to this Request for Proposals must be submitted in a sealed envelope to the Office of the City Clerk, 10500 North Military Trail, Palm Beach Gardens, Florida 33410, on or before the Due Date and time. Late responses will not be accepted. The City's normal business hours are 8:00 a.m. to 5:00 p.m., Mondays through Fridays, except holidays. The sealed envelope must have the following information clearly marked on the face of the envelope: vendor's name, vendor's address, Request for Proposals number and title.

The sealed envelope must contain a signed original of the Solicitation Summary, and a PDF version of your proposal on a CD/DVD or a USB drive. If the document is password-protected, the City may deem your proposal non-responsive. If the completed Solicitation Summary is not included in the sealed envelope as a hard copy, the City may deem your proposal non-responsive. A printed hard-copy of your proposal is not required.

Timely responses will be publicly opened, read aloud, and recorded by the City Clerk at City Hall on the Due Date and time stated above. All questions regarding this Solicitation must be submitted in writing to the Purchasing Department at kmra@pbgfl.com.

This Request for Proposals is subject to the City's General Terms and Conditions, which are available for review at www.pbgfl.com/purchasing. By submitting an offer to this Request for Proposal, the vendor agrees to be bound by the City's General Terms and Conditions.

3.2 PROPOSAL REQUIREMENTS

The Proposal must name all persons or entities interested in the Proposal as principals. In each Proposal by an individual or firm, there shall be stated the name and address of every person having an interest in the Proposal; and in the case of a corporation, the names and addresses of its officers. Proposals must be signed by the person or member of the firm making the Proposal, and in the case of a corporation, by an authorized officer or agent subscribing the name of the Corporation and his or her own name.

a. At a minimum, Proposals must include the following information:

i. Table of contents providing a clear identification of the material by section and by page number.

ii. Description and history of the make-up and composition of the firm.

iii. Relevant workforce housing experience of firm.

iv. Letters of references from public entities for which the Proposer has performed similar work. Please note that one copy of a sample analysis and report shall be submitted with the proposal.

v. Total staff available to perform the services described in this solicitation.

vi. Resumes of project team staff assigned to this audit, which shall include the following information:

- Formal education - supplemental education relative to workforce housing programs;
- Experience in private business or government;
- Experience in workforce housing program projects;
- Membership in any national and state organizations or associations (past and present) related to public housing or workforce housing programs; and
- Professional recognition, such as awards, commendations, etc.

vii. A statement setting forth the Proposer's understanding of the work to be done and a positive commitment to meet or exceed specifications stated in this Solicitation, and a positive commitment to perform the work within the time period specified.

b. The Proposal should set forth a work plan, including an explanation of the review and analysis methodology to be followed, to perform the services required in this solicitation.

3.3 GENERAL SUBMITTAL FORMAT

To facilitate and expedite review, the City requests that all proposers follow the response format outlined below. Failure to submit your response in this format may result in delay evaluating your proposal. To assist you in preparing your response, the City's selection procedures are also described herein. Please abide by all requirements set forth to avoid any risk of disqualification.

Proposals should follow the format below, and include the information described:

TAB 1 INTRODUCTION

A cover letter, no longer than 2 pages, signed by an authorized representative of your firm stating a positive commitment to provide the services. The letter should include the name of the primary contact person, his/her title, address, phone number, and email address.

TAB 2 TABLE OF CONTENTS

A concise and clear description of the material included in the proposal by page number.

TAB 3 PROPOSER INFORMATION, EXPERIENCE AND REFERENCES

A brief description of the proposer's history, organizational structure, and philosophy.

Describe the proposer's experience in providing the services requested in this Request for Proposals.

Identify and include qualifications of the specific individuals to be assigned to the project (include names, certifications, contact information and services the

individuals will provide to the City). List any subcontractors that may be used to accomplish the work (include names, certifications, contact information and services the subcontractors will provide to the City).

Describe any significant or unique awards received or accomplishments in previous, similar projects.

If applicable, evidence that the proposer and/or subcontractors are licensed to practice in the State of Florida.

Evidence that the proposer and/or subcontractor meet the minimum requirements for submitting a response to this Request for Proposals.

Examples of similar projects, with applicable client reference information. References should include the following information:

Client name, address and phone number, and email address;
Description of project and/or services provided;
Performance period; and
Total amount of contract.

TAB 4 PROJECT APPROACH

Define what option and the services your company is proposing to the City that will best meet the criteria specified in the Scope of Services. State your project management plan, firm's interpretation of the general project scope, and method of approach.

Define personnel, consultants, and resources, available to meet the City's requirements.

Include a projected implementation plan, and a transition schedule, if applicable.

Provide information regarding any proposed innovative concepts that may enhance value and quality, any favorable cost containment approaches or additional alternative ideas that may be successful if implemented by the City.

TAB 5 ATTACHMENTS AND FORMS

All Attachments and Forms required by the Request for Proposal shall be fully executed by the proposer and submitted.

TAB 6 PRICING INFORMATION

State the prices, fees, and rates that will be charged to the City for providing the services. The pricing information should be clear and unambiguous to allow the City to ability to correctly identify the costs associated with doing business with the Proposer. Include in the pricing information clearly defined discounts, setup fees, price adjustments or escalations, special charges, etc.

3.4 FORMAT FOR SCHEDULE OF FEES

Provide pricing information in the format shown below, for each year of the contract. Include staff hourly rates to be used for any additional work which may be requested by the City which is outside the scope of this contract.

Pricing Format:

a. Cost to perform review of review, study, and analysis of City's existing policies and procedures and to make recommendations for changes. Please include estimated hours and completion timeline.

b. Cost to provide recommendations for the establishment and development of a Workforce Housing Plan. Please include estimated hours and completion timeline.

c. Cost to provide ongoing professional support and assistance, on an as-needed basis, as the City implements and establishes the Program. Please include the individual hourly rates for the levels of staff that may be used during this timeframe.

SECTION 4
THE EVALUATION PROCESS

4.1 REVIEW OF PROPOSALS FOR RESPONSIVENESS

The City will review each Proposal to determine if the Proposal is responsive to the submission requirements outlined in this Solicitation. A responsive Proposal is one that follows the requirements of this Solicitation, includes all documentation, is submitted in the format outlined in this Solicitation, is of timely submission, and has the appropriate signatures as required on each document. Failure to comply with these requirements may result in the Proposal being deemed non-responsive.

Additional information on how the City determines responsiveness is located online in the City's Purchasing Policies and Procedures Manual, which can be accessed at www.pbgfl.com/purchasing.

4.2 REVIEW OF PROPOSALS FOR RESPONSIBILITY

Each Proposer will be reviewed to determine if the Proposer is a responsible Proposer. A responsible Proposer is a Proposer which the City affirmatively determines (prior to the award of a contract) has the ability, capability and skill to perform under the terms of the contract; can provide the materials or service promptly within the time specified, without delay or interference; and has a satisfactory record of integrity and business ethics.

a. In making the determination of whether the Proposer has the capability to perform the contract the City may consider factors including, but not limited to, the following:

   i. past performance of the Proposer, its principals, affiliates, or supervisory personnel in the execution of prior City contracts;

   ii. any information which the City may obtain relating to the performance of the Proposer, its principals, affiliates, or supervisory personnel on contracts with third parties, including without limitation, contracts with other governmental entities;

   iii. financial performance and capability, including without limitation, pending and unsatisfied claims;

   iv. qualifications and past performance of the personnel who will have supervisory responsibility for the performance of the specific City contract;

   v. licensing, certifications and other permits; and

   vi. any significant changes in the Proposer's financial position or business organization.

Additional information on how the City determines responsibility is located online in the City's Purchasing Policies and Procedures Manual, which can be accessed at www.pbgfl.com/purchasing.

4.3 EVALUATION CRITERIA

Proposals will be evaluated by a Selection Committee that will independently evaluate and rank Proposals on the criteria listed below. The Selection Committee will be comprised of appropriate City personnel and members of the community, as deemed necessary, with the appropriate experience and/or knowledge of this project. The criteria are itemized with their respective weights for a maximum total of 100 points per Selection Committee member.

TECHNICAL CRITERIA	POINTS
a. Proposer's relevant experience, qualifications, past performance	20
b. Qualifications of key personnel who will be assigned to this project	20
c. Proposer's project approach and implementation plan	30
PRICING CRITERIA	
d. Proposed pricing, fees, and rates	30
TOTAL POINTS	100

4.4 ORAL PRESENTATIONS AND INTERVIEWS

Upon initial completion of the criteria evaluation indicated above, rating and ranking, the Selection Committee may choose to conduct oral presentations and interviews with the Proposers that the Selection Committee deems to warrant further consideration based on, among other considerations, scores in clusters and/or maintaining competition. Upon completion of the oral presentations and interviews, the Selection Committee will perform a final review to re-evaluate, re-rate, and re-rank the Proposals remaining in consideration based upon the written documents, combined with the oral presentations and interviews. In such circumstances, the initial rankings of the Proposers shall be considered preliminary rankings until after the oral presentations and interviews are completed.

4.5 EVALUATION OF PROPOSED PRICING

After the evaluation of the technical areas of the Proposal, the City will evaluate the proposed pricing. The pricing information will be evaluated subjectively in combination with the technical information, including an evaluation of how well it matches the Proposer's understanding of the City's needs described in this Solicitation, the Proposer's assumptions, and the value of the proposed services. The pricing information evaluation is used as part of the evaluation process to determine the highest-ranked Proposer.

The City reserves the right to negotiate the final terms, conditions, and pricing structure of the Contract as may be in the best interest of the City.

4.6 NEGOTIATIONS

If the City and the Proposer cannot reach an agreement on a contract, the City reserves the right to terminate negotiations and may, at the City Manager's or designee's discretion, begin negotiations with the next highest-ranked Proposer. This process may continue until a contract acceptable to the City has been executed or all Proposals are rejected. No Proposer shall have any rights against the City arising from such negotiations or termination thereof.

Any Proposer recommended for negotiations may be required to provide to the City:

a. Its most recent certified business financial statements as of a date not earlier than the end of the Proposer's preceding official tax accounting period, together with a statement in writing, signed by a duly authorized representative, stating that the present financial condition is materially the same as that shown on the balance sheet and income statement submitted, or with an explanation for any material change in the financial condition. A copy of the most recent business income tax return will be accepted if certified financial statements are unavailable.

b. Information concerning any prior or pending litigation, either civil or criminal, involving a governmental agency or which may affect the performance of the services to be rendered herein, in which the Proposer, any of its employees or subcontractors, is or has been involved within the last 3 years.

4.7 CONTRACT AWARD

Any Contract resulting from this Solicitation will be submitted to the City Manager or designee, and the City Council for approval, as appropriate. All Proposers will be notified in writing when the City Manager or designee makes an award recommendation. The contract award, if any, shall be made to the Proposer whose Proposal shall be deemed by the City to be in the best interest of the City. Notwithstanding the rights of protest listed herein, the City's decision of whether to make the award and to which Proposer shall be final.

SECTION 5
AFFIDAVITS AND FORMS

5.1 AFFIDAVITS AND FORMS

All forms and affidavits must be acknowledged and completed by an official having legal authorization to contractually bind the Proposer. These forms and affidavit represent a binding commitment upon the Proposer to provide the goods or services offered to the City. The Proposer is required to read and become informed of the provisions of the following applicable forms available at www.pbgfl.com/purchasing.

a. Notification of Public Entity Crimes Law

b. Notification of Public Records Law

c. Drug-Free Work Place

d. Conflict of Interest Disclosure

e. Non-Collusion Affidavit

By submitting a Proposal to this Request for Proposals, the Proposer acknowledges to reading and accepting the provisions and requirements of the above forms as legally and contractually binding on the Proposal, except for any stated exceptions.

5.2 INCORPORATION AFFIDAVIT

The Incorporation Affidavit must be completed by an official having legal authorization to contractually bind the Proposer and be duly stamped and signed by a Notary Public.

5.3 TRUTH-IN-NEGOTIATIONS

The Truth-in-Negotiation Certificate must be completed by an official having legal authorization to contractually bind the Proposer.

5.4 FORMATS OF BONDS AND OTHER FORMS

If the Request for Proposals requires any bonds, the sample formats and wording that are acceptable to the City can be found at www.pbgfl.com/purchasing for the following documents.

f. Performance Bond

g. Payment Bond

h. Letter of Credit

i. Proposal Bond

j. Construction Bond

k. Draft Agreement for Goods or Services

ACKNOWLEDGEMENT OF ADDENDA

INSTRUCTIONS: COMPLETE PART I OR PART II, WHICHEVER APPLIES

PART I:
List below the dates of issue for each addendum received in connection with this Solicitation:

Addendum #1 Dated _____

Addendum #2 Dated _____

Addendum #3 Dated _____

Addendum #4 Dated _____

Addendum #5 Dated _____

Addendum #6 Dated _____

Addendum #7 Dated _____

Addendum #8 Dated _____

Addendum #9 Dated _____

Addendum #10 Dated _____

PART II:

☐ NO ADDENDUM WAS RECEIVED IN CONNECTION WITH THIS SOLICITATION

_____
Firm Name

_____
Signature

_____
Name and Title (Print or Type)

_____
Date

PROPOSAL SIGNATURE PAGE

By signing this Proposal, the Proposer certifies that it satisfies all legal requirements as an entity to do business with the City, including all Conflict of Interest and Code of Ethics provisions.

Name:

_____

Principal Address:

_____

Primary Telephone Number: _____

Email Address: _____

Federal Employer Identification Number: _____

Signature: _____
(Signature of authorized official)

Print Name: _____

Title: _____

Date: _____

BY SIGNING THIS DOCUMENT, THE PROPOSER AGREES TO ALL TERMS AND CONDITIONS OF THIS SOLICITATION AND THE RESULTING CONTRACT AND AGREEMENT.

THE EXECUTION OF THIS FORM CONSTITUTES THE UNEQUIVOCAL OFFER OF PROPOSER TO BE BOUND BY THE TERMS OF ITS PROPOSAL, FOR NOT LESS THAN 90 DAYS, AND THE PROPOSER'S UNEQUIVOCAL OFFER TO BE BOUND BY THE TERMS AND CONDITIONS SET FORTH IN THIS SOLICITATION. FAILURE TO SIGN THIS SOLICITATION WHERE INDICATED ABOVE BY AN AUTHORIZED REPRESENTATIVE SHALL RENDER THE PROPOSAL NON-RESPONSIVE. THE CITY MAY, HOWEVER, IN ITS SOLE DISCRETION, ACCEPT ANY PROPOSAL THAT INCLUDES AN EXECUTED DOCUMENT WHICH UNEQUIVOCALLY BINDS THE PROPOSER TO THE TERMS OF ITS PROPOSAL.

INCORPORATION AFFIDAVIT
Solicitation No. RFP2019-054PZ

State of Florida } SS:
County of Palm Beach }

I, (print name) _____ acknowledge that I have legal authorization to contractually bind (name of company or firm) _____. I acknowledge that as part of my response to this Solicitation I have read and reviewed copies of the following documents located at www.pbgfl.com/purchasing:

1. Notification of Public Entity Crimes Law;
2. Notification of Public Records Law;
3. Drug-Free Work Place Provisions;
4. Conflict of Interest Disclosure; and
5. Non-Collusion Affidavit

I hereby swear or affirm that I have read and that I understand and accept all the requirements and regulations imposed by the above-referenced documents and that I acknowledge and accept that the above-referenced documents and all terms and conditions contained therein are incorporated into my response to this Solicitation.

I make this Affidavit under penalty of perjury.

Signature:_____

Firm Name: _____

Title: _____

Date: _____

Notary Public

The foregoing Affidavit was acknowledged before me this _____ day of _____, 20____, by _____ who is personally known to me or who has produced a Florida driver's license as identification and who did take an oath.

[Notary Seal] Signature: _____

TRUTH – IN – NEGOTIATION CERTIFICATE

The undersigned warrants (i) that it has not employed or retained any company or person, other than bona fide employees working solely for the undersigned, to solicit or secure the Agreement and (ii) that it has not paid or agreed to pay any person, company, corporation, individual, or firm other than its bona fide employees working solely for the undersigned or agreed to pay any fee, commission, percentage, gift, or any other consideration contingent upon or resulting from the award or making of the Agreement.

The undersigned certifies that the wage rates and other factual unit costs used to determine the compensation provided for in the Agreement are accurate, complete, and current as of the date of the Agreement.

(This document must be executed by a Corporate Officer.)

Name: _____

Title: _____

Date: _____

Signature: _____

SECTION 6
EXHIBITS AND ATTACHMENTS

6.1 EXHIBITS AND ATTACHMENTS
Intentionally Omitted

SOLICITATION SUMMARY

IMPORTANT NOTICE

The information you provide on this page will be read aloud at the public opening on the Due Date and time for this Solicitation. It is very important that the summary information you provide below is exactly the same information contained in the electronic version of your submittal. If subsequent to the public opening, the City determines that the information contained in the electronic version of is different from the information on this Solicitation Summary, the City reserves the right to deem your proposal non-responsive and remove your submittal from further evaluation and consideration for award.

RFP Number:	RFP2019-054PZ
Title:	Consultant for Workforce Housing Program
Due Date and Time:	Friday, March 15, 2019 @ 3:00PM
Name of Proposer:	_____
Address:	_____
Contact Person:	_____
Authorized Signature:	_____
Date:	_____

BY SIGNING AND SUBMITTING THIS SOLICITATION SUMMARY, THE PROPOSER AFFIRMS THAT THE INFORMATION PROVIDED ABOVE IS AN EXACT AND CORRECT SUMMARY OF THE INFORMATION CONTAINED IN THE ELECTRONIC VERSION OF THE PROPOSAL SUBMITTED TO THE CITY OF PALM BEACH GARDENS.

THIS SOLICITATION SUMMARY MUST BE SIGNED AND INCLUDED AS AN ORIGINAL HARDCOPY IN THE SEALED ENVELOPE CONTAINING YOUR PROPOSAL.

ORIGIN ID:USTA (904) 339-0150
KIMM IRVING
STRATEGIC PLANNING GROUP, INC
830-13 A1A, NORTH
SUITE 402
PONTE VEDRA BEACH, FL 32082
UNITED STATES US

SHIP DATE: 13MAR19
ACTWGT: 0.50 LB
CAD: 2251227/INET4100

BILL SENDER

TO RML RA
PALM BEACH GARDENS
PURCHASING & CONTRACTS DIRECTOR
10500 MILITARY TRAIL
PALM BEACH GARDENS FL 33410
(561) 799-4197
INV:
PO: DEPT:
REF:

565J1/4603/23AD

FedEx Express

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33410
PBI
FL-US

MAR 14 19 10:18 AM REC

After printing this label:
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3. Place label in shipping pouch and affix it to your shipment so that the barcode portion of the label can be read and scanned.

Warning: Use only the printed original label for shipping. Using a photocopy of this label for shipping purposes is fraudulent and could result in additional billing charges, along with the cancellation of your FedEx account number.
Use of this system constitutes your agreement to the service conditions in the current FedEx Service Guide, available on fedex.com.FedEx will not be responsible for any claim in excess of $100 per package, whether the result of loss, damage, delay, non-delivery,misdelivery,or misinformation, unless you declare a higher value, pay an additional charge, document your actual loss and file a timely claim.Limitations found in the current FedEx Service Guide apply. Your right to recover from FedEx for any loss, including intrinsic value of the package, loss of sales, income interest, profit, attorney's fees, costs, and other forms of damage whether direct, incidental,consequential, or special is limited to the greater of $100 or the authorized declared value. Recovery cannot exceed actual documented loss.Maximum for items of extraordinary value is $1,000, e.g. jewelry, precious metals, negotiable instruments and other items listed in our ServiceGuide. Written claims must be filed within strict time limits, see current FedEx Service Guide.

CITY OF DANIA BEACH ATTAINABLE/WORKFORCE HOUSING AND LINKAGE STUDY (2019)

DRAFT

DANIA BEACH
COMMUNITY REDEVELOPMENT AGENCY

DANIA BEACH
SEA IT. LIVE IT. LOVE IT.

Prepared by:

Strategic Planning Group, Inc.
Economics • Planning • Development Consultants
GLOBAL EXPERIENCE FOR LOCAL SOLUTIONS.

830-13 NA1A, Suite 402
Ponte Vedra Beach, FL 32082
800 213-PLAN; Rgray@spginc.org

FEBRUARY, 2019

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CONTRACTUAL UNDERSTANDING

On June 12, 2018, Strategic Planning Group, Inc. (SPG) entered an agreement with the Dania Beach CRA (Client), to prepare a Workforce/Attainable Housing study for the CRA and City. The scope of work detailed seven (7) tasks:

1. Provide data and analysis on the most recently available population and socio-economic population and socio economic demographics for the City;
2. Provide data and analysis on the most recently available housing data for the City;
3. Provide data and analysis on the most recently available employment data for the City;
4. Provide data and analysis on the most recently available income data for the City;
5. Identify the number of households that meet the low to moderate income criteria as defined by the US Department of Housing and Urban Development;
6. Provide an affordable housing gap analysis;
7. Provide recommendations for implementing an estimated maximum justifiable affordable housing nexus linkage fee for residential, non-residential and mixed use developments in the CRA and City.

GENERAL LIMITING CONDITIONS

SPG does not warrant this report for use other than by the Dania Beach CRA or the City of Dania Beach, Florida, and assumes no responsibility for secondary use of this study or information contained herein by third parties. Although data and other information used in this study and analysis is believed to be factual, evaluations and projections are subject to a number of variables and unforeseen factors such as major economic changes or shifts in the local, regional, national or global economies. Accordingly, while the forecasts and projections have been prepared in accordance with acceptable techniques and consistent with available information, SPG cannot guarantee their attainment. We wish to note, however, that the analysis and conclusions represent the best judgment of the consultant, based on information compiled and evaluated within the scope of the Agreement with the Client for this project.

The use of the words "forecast" or "projection" within the report relates to broad expectations of future events or market conditions and the quantification of estimates or assumptions and is not considered a "forecast" or "projection" as defined by the American Institute of Certified Public Accountants.

EXECUTIVE SUMMARY

The Dania Beach CRA retained Strategic Planning Group, Inc. to prepare an Attainable/Workforce Housing Program based on the City's specific socio-economic metrics (demographics, household income, etc.). This report utilities a number of data sources including; US Census; American Community Survey 2013-2017; University of Florida Bureau of Business Research; Broward County Appraiser Office; Palm Beaches and Greater Ft. Lauderdale Realtor MLS; special proprietary computer program runs from REIS and from ESRI.

DEMOGRAPHICS

The University of Florida, Bureau of Business Research (BEBR) estimated that the City's had a population of 31,755 as of April 2018 and increase of 2,116 since 2010 (or 264 persons per year). Data from the US Census (American Community Survey) estimated the City's 2017 resident population 31,526 in 2017. According to the 2017 ACS[1] the City had a median age of 39.5 with 18.4 percent of the population aged 62 or more.

HOUSEHOLD INCOME

Dania Beach is one of Broward County's 31 cities. Dania Beach's median household income was estimated at $42,936 in 2017. Family median income, which is used by HUD[2] (at the County and/or MSA level) in determining affordability and grants, was $47,954 while non-family median income was $36,695, according to ACS 2017.

Strategic Planning Group, Inc. analyzed a special Dania Beach 2018 socio economic model to provide an update of ACS as a comparative view of the City. Based on ESRI data, Dania Beach had a 2018 population of 33,614 which is projected to increase to 39,912 by 2023.

ESRI estimated that the City had a median household income of $48,191 which is projected to increase to $54,833. The 2018 median home value was estimated at $217,820.

A median employee, as sole wage earner, earning $16.82 or $35,000 annually, could support an $189,000 home which is above the median price of a condo/townhouse ($167,000), but below the median price of a single family home ($292,500) within Dania Beach. Based on census data, slightly over 41 percent of Dania Beach households have two or more wage earners. Adjusting for the fact that women's median income is only 63-80 percent of male median income, a household with two median salaried Dania Beach employees, earning $59,500 could afford a $321,000 home (condo/townhouse) or spend $1,339 monthly on rentals.

[1] American Community Survey 5 year 2012-2017

[2] At MSA levels not cities

Table ES 1: Dania Beach Median Household Income, 2017

Subject	City of Dania Beach, Florida			
	Households Estimate	Families Estimate	Married- Estimate	Nonfamily Estimate
Total	12,104	7,019	4,118	5,085
Less than $10,000	9.80%	9.20%	3.60%	13.90%
$10,000 to $14,999	5.50%	2.70%	0.90%	9.10%
$15,000 to $24,999	12.40%	14.00%	7.40%	11.70%
$25,000 to $34,999	12.20%	10.90%	11.60%	13.90%
$35,000 to $49,999	17.31%	15.90%	17.20%	18.80%
$50,000 to $74,999	17.00%	14.50%	17.70%	17.70%
$75,000 to $99,999	11.90%	14.40%	17.90%	8.20%
$100,000 to $149,999	8.60%	11.00%	14.60%	4.90%
$150,000 to $199,999	3.90%	5.10%	5.80%	1.50%
$200,000 or more	1.40%	2.20%	3.40%	0.30%
Median income (dollars)	$42,936	$47,654	$62,229	$36,695
Mean income (dollars)	$57,142	$64,472	N	$43,204

Source: U.S. Census American Community Survey (2013-2017), 2019

DANIA BEACH LABOR DYNAMICS

Based on Census data, the City of Dania Beach had 14,283[3] jobs within its boundaries. Of that number, only 773 jobs (5.4 percent) were held by Dania Beach residents. The other 13,510 workers resided outside of the city (94.6 percent). Dania Beach is still largely a residential community as shown by the fact that 94.1 percent of its residents leave the city to go to work elsewhere.

ESRI estimates that the total employment within Dania Beach as of 2018 numbered 22,875 jobs within 2,097 local businesses[4]. Based on ESRI data, the City had an employee to resident population (per 100 residents) of 71.

DANIA BEACH HOUSING CHARACTERISTICS

The number of housing units in Dania Beach, as reported by the American Community Survey 2013-2017[5], was estimated to be 15,505 units in 2017. Approximately 20 percent of the City's housing inventory is vacant of which most are held for seasonal use. It is estimated that 27 percent of the total housing units in Dania Beach were single-family detached units. Multi-family housing of two to four units accounted for only 14 percent of the total units and multi-family housing of 20 units or more accounted for 19 percent of the housing stock.

Household by Tenure

Slightly more than 49 percent of the City's occupied housing is owner occupied (5,983 units) and 51 percent is renter occupied (6,121).

[3] Onthemap (Census) for 2015, latest data available

[4] ESRI Business Summary, 2018

[5] The 2013-2017 ACS data was released in December 2018 and is the latest data available

Household Size

According to the ACS 2017, housing tenure within Dania Beach by household size indicates slightly over 67 percent of the occupied housing units are made up of one and two person households. Conversely, the number of owner occupied units with four or more person households' account for 17 percent of the occupied units.

Housing Values

The ACS 2017 reports that Dania Beach' median value of owner occupied units was $627,700. It should be noted that this is what homeowners assumed their homes were valued at as opposed to what actual sales were in 2015. The median monthly housing cost for households was $1,825. There was a significant difference in median monthly housing costs between owner occupied households ($2,412) and renter occupied households ($1,301).

Housing Supply

Dania Beach averaged 39 residential sales monthly in 2018. Median sales price of all residential properties as reported by MLS was $237,600.

December MLS data shows that there were 45 single family homes sales in Dania Beach in 2018 with a median sales price of $292,500 and an average sales price of $318,243. There were 35 townhomes and condominiums sold within Dania Beach in 2018 with a median sales price of $167,000 ($168,797 average price).

Housing Costs

The U.S. Department of Housing and Urban Development (HUD) suggests that housing costs should not exceed 30 percent of total the monthly household income. Based on the 2017 ACS estimates, 44.5 percent of homeowners in Dania Beach with a mortgage paid 30 percent or more of their income on housing of which 35.1 percent paid over 35 percent or more. Slightly over 68 percent of renters in Dania Beach paid 30 percent or more of their income on housing while 60.6 percent paid 35 percent or more for rent.

Using Dania Beach's 2017 median "family household" income ($47,654), a family could afford to pay $1,072 for rent or afford a home priced $228,000. A median income family could not afford a Dania Beach median priced single family home ($257,310) but can afford a Dania Beach townhouse/condominium ($167,500). It should be noted that only 58 percent of the City's households are defined as "family households".

This report defines workforce housing as those households with household incomes ranging from 60 percent of the City's "median household income" to 120 percent of the City's "median household income".

As shown below, a Dania Beach household with a median household income (family and non-family households) and a down payment of 10 percent can afford $966[6] rent or a home priced at

[6] Assuming utilities of 10%

$206,000. A household earning only 60% of the City's median household income can afford $580 rent or a $124,000 home.

Table ES 2: Affordability Calculator (realistic adjustment for interest via credit rating)

Downpayment	10%	**Utilities**	10%
Cost Burden	30%	**Taxes, Ins.**	15%
Interest Rate	4.25%		

% Median Income	Household Income	Monthly Rent	Monthly Payment	Payment Less Taxes & Insurance	Amt of Mortgage	Home Price
60%	$25,762	$580	$644	$547	$111,281	$123,645
70%	$30,055	$676	$751	$639	$129,827	$144,253
80%	$34,349	$773	$859	$730	$148,374	$164,860
90%	$38,642	$869	$966	$821	$166,921	$185,468
100%	$42,936	$966	$1,073	$912	$185,468	$206,075
110%	$47,230	$1,063	$1,181	$1,004	$204,015	$226,683
120%	$51,523	$1,159	$1,288	$1,095	$222,561	$247,290
130%	$55,817	$1,256	$1,395	$1,186	$241,108	$267,898
140%	$60,110	$1,352	$1,503	$1,277	$259,655	$288,505

Source: Strategic Planning Group, Inc.

DANIA BEACH BARRIERS TO WORKFORCE/ATTAINABLE HOUSING

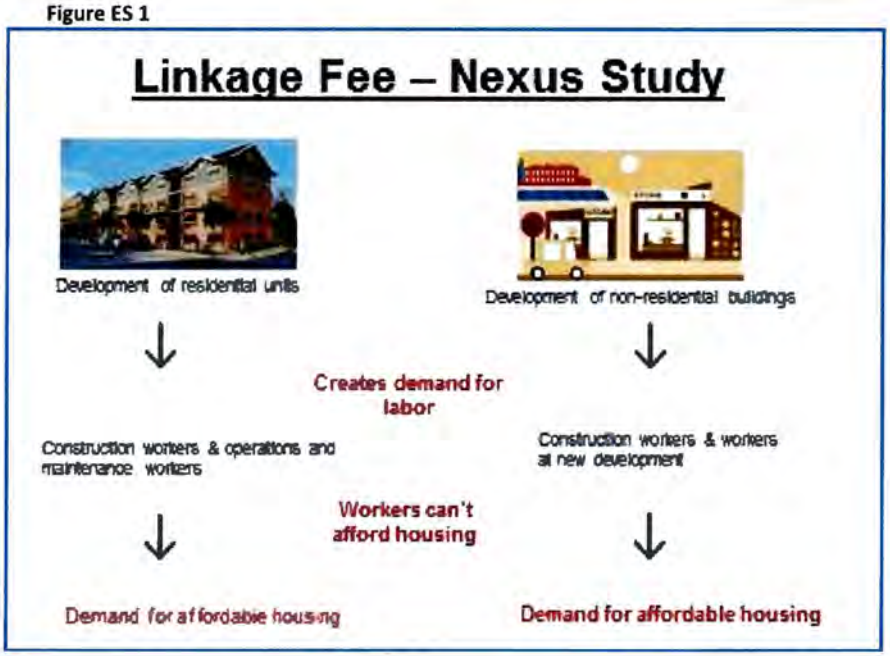
Increasing land prices, construction costs, costs for water/sewer facilities, parking and impact fees within Dania Beach have collectively impacted the residential development community's ability to provide workforce/attainable housing.

Linkage Fees

Linkage fees are a means for local government to collect monies to help support affordable/workforce housing. These fees, collected from market rate residential development and non-residential development, are placed in a trust fund to provide for the construction and maintenance of affordable residential units.

Under Florida law, there must be a rational relationship between the linkage/mitigation fee imposed and the impact of new construction on the need for affordable/workforce housing

Figure ES 1



Local governments must determine the need new market rate residential and non-residential developments create for housing that is affordable to the workforce, as a legal basis for establishing a workforce housing mitigation program.

A Nexus study provides the required information for the workforce housing need created by new developments and provides statistical support for the fee calculation. The fee is typically calculated on a square foot basis or a per unit basis for residential.

Residential Linkage Fee

This report suggests that a mandatory (10%) workforce housing linkage fee be assessed to all new residential developments over 10 units. For example, an apartment development of 150 units must provide 15 attainable workforce units. The developer, working with the City could receive FAR, parking, impact and permit fee waiver or reductions, etc., and workforce units could be smaller than market grade units but not less than 600 sq. ft. for one-bedroom units, and 750 sq. ft. for two bedroom units or as decided by the City. City workers, teachers and heads of households that work within Dania Beach would be given first right of refusal for attainable housing units[7].

Condominiums currently present problems in implementing residential linkage programs because: 1) current credit criteria make it difficult for buyers to obtain condominium mortgages; 2) higher priced condominium developments (over $400,000 per unit) present socio economic issues as well as difficulties with allocating the cost of amenities and common area fee assessments. **It is recommended that an** "in lieu of" fee of $34,800 ($29.64*1,174 SF rounded)

[7] Subject to credit approval

per workforce condominium housing unit be charged and deposited in the new (proposed) City Housing Trust Fund. Condominium and townhouse developments could receive FAR, parking, impact and permit fee waiver or reductions, etc., if units are part of the development (does not apply to "in lieu of fee") and workforce units could be smaller than market grade units but not less than 600 sq. ft. for one-bedroom units, and 750 sq. ft. for two bedroom units or as decided by the City. City workers, teachers and heads of households that work within Dania Beach would be given "first right of refusal" for attainable workforce housing units.

Bonus Density

Where feasible, the City would allow for a 20 percent density for the mandatory attainable workforce housing units. For example, if current zoning allows for a maximum 80 units per acre, the Workforce Housing Bonus would allow the developer to construct up to 96 units (20% bonus) of which 10 percent or 8 units would be available to households earning 60 percent to 120 percent of the City's median household income. The developer, working with the City could receive FAR, parking, impact and permit fee waiver or reductions, etc., and workforce units could be smaller than market grade units but not less than 600 sq. ft. for one-bedroom units, and 750 sq. ft. for two bedroom units or as decided by the City. City workers, teachers and heads of households that work within Dania Beach would be given "first right of refusal" for attainable workforce housing units.

Non Residential Linkage Fee

As described in the report, numerous communities throughout the nation and in Florida (Winter Park, Tallahassee, Delray Beach, Coconut Creek and Jupiter) have enacted nonresidential attainable housing linkage fees. This report recommends that the City would charge a linkage fee for each type of land use summarized below on all new construction. An alternative would be to charge a singular average linkage fee ($8.05 per square feet as shown below) to all non-residential developments. The fee would be subject to an escalator (for example CPI inflator).

Table ES 3: Proposed Maximum Commercial Development Linkage Fee

Rental	Industrial	Commercial	Office	Hotel	Extended Stay Hotel
Very low income	($2.34)	($4.05)	($0.85)	($9.23)	($0.53)
Ownership					
Very low income	($5.17)	($7.95)	($0.60)	($30.03)	($0.80)
Low income	($2.79)	($5.93)	($2.44)	($0.17)	($1.05)
Moderate income	($0.46)	($2.96)	($6.98)	($0.30)	($0.11)
Total	($8.42)	($16.84)	($10.02)	($30.51)	($1.96)

The City could choose to establish its linkage fee lower. For example, Coconut Creek set its fee at 20 percent of the maximum; which if applied to Dania Beach which is shown below.

Table ES4: Realistic Nonresidential Linkage Fee

Rental	Industrial	Commercial	Office	Hotel	Extended Stay Hotel
Very low income Ownership	($0.47)	($0.81)	($0.17)	($1.85)	($0.11)
Very low income	($1.03)	($1.59)	($0.12)	($6.01)	($0.16)
Low income	($0.56)	($1.19)	($0.49)	($0.03)	($0.21)
Moderate income	($0.09)	($0.59)	($1.40)	($0.06)	($0.02)
Total	($1.68)	($3.37)	($2.00)	($6.10)	($0.39)

Straight Workforce Housing Permit Fee

The City of Winter Park was the first City in Florida to establish an attainable housing linkage fee that applied to all new construction (or major reconstruction) residential or commercial. The single fee ($1 per square foot) was treated like all other "permit fees" and the revenues placed in the City's Housing Trust Fund. The City of Jupiter uses a straight fee of $1.00 per square foot on nonresidential properties. Using the data from table ES4 above, Dania Beach could charge a fee of $2.71.

Workforce Housing Trust Fund

When the City implements the Affordable/Workforce Housing Program (by ordinance or resolution), it should establish an Affordable/Workforce Housing Trust Fund. Any revenues (linkage fees, compliance fees, rental revenues, equity sharing revenue, etc.) for affordable/workforce housing should be deposited in the Trust Fund and used only for Workforce Housing usages including management/compliance costs, down payment assistance, rental assistance, Impact fee waivers, etc.

Funding Annual Compliance

Whether managed with City staff or others, there is a need to each affordable/workforce housing unit to be monitored annually for compliance which requires staff time and cost.

WORKFORCE/ATTAINABLE HOUSING

OVERVIEW

Like other areas of the United States that have experienced rapid growth, and rising home prices, Broward County and the City of Dania Beach have reached the point where "affordability" of housing has become a regional issue. Many residents and organizations indicated workforce/attainable housing as a possible "critical concern" and a future detriment to economic development in Broward County. Thus, the following study was commissioned to dimension supply and demand of workforce/attainable housing.

THE NEED FOR WORKFORCE/ATTAINABLE HOUSING

The "American Dream" for every family is to have a comfortable home to rent or buy in a safe neighborhood that is available within the family budget and that is reasonably close to the wage earner's place of employment. Unfortunately, for many families throughout Broward County, it is not currently possible to fulfill that dream, because they are unable to find adequate housing that they can afford even given the historically low-mortgage interest rates.

Influenced by many factors including changes in demographic trends, income growth and housing construction costs, the need for workforce/attainable housing has reached what some feel is crisis proportion in Broward County and the South Florida region. The steepest decline in home ownership nationwide has been the 25-34 year old age cohort. Recent census data shows that for the first time there are more young adults living in their parents' home than in other types of housing. The members of this group are the most likely to be first time homebuyers. Illustrating that home ownership is not only tenure; it is a way of life. Community stability and a sense of neighborhood are corollaries of home ownership that are important both for individuals and for Broward County and the City of Dania Beach.

Nationwide major demographic changes continue to result in more households, smaller households[8], an increased elderly population, and other changes to household composition. The new, dominant configurations of household growth are divided in the following way: a) 48 percent married couple families, and b) 52 percent single parent families and non-family households based on the 2010 US Census and the American Community Survey, 2013-2017 (latest data available). The housing needs of these different groups, many of whom account for a large share of low and moderate-income households, are currently not being met by the private sector. The normal filtration process, in which existing housing filters down to households at a lower economic level or to the poor, has been greatly constrained by the increasing number of smaller households that have formed as well as competition from the baby-boom generation.[9]

[8] Under the U.S. Census Bureau definition, family households consist of two or more individuals who are related by birth, marriage, or adoption, although they also may include other unrelated people. Nonfamily households consist of people who live alone or who share their residence with unrelated individuals.

[9] George Sternlieb and James W. Hughes, "Private Market Provision of Low Income Housing: Historical Perspective and Future Prospects," Housing Policy Debate 2:2 (1991):123-156.

WHAT IS WORKFORCE/ATTAINABLE HOUSING

What is attainable housing? The term often appears in the media without definition - attainable to whom? There are persons for whom virtually any housing is attainable, and still others for whom almost nothing is attainable. Thus, "attainable" describes a relationship between two variables - the income of consumers (buyers and renters) and the cost (price) of the product (houses and apartments). Significant changes in either of these two variables can "produce" or "lose" attainable housing.

"Attainable housing" is important not only to those who cannot afford market rate housing, but also to those *communities* that do not have a sufficient supply of attainable housing to support a vibrant and growing economy. New employees, for example, cannot be attracted to growing businesses where available housing is beyond their reach. This does not include a new national trend that has recently impacted many communities nationally, namely communities that cannot house their own municipal employees for lack of attainable housing.

The term is also used to mean housing that the private market does not produce on its own; i.e., housing that requires some form of subsidy - in the case of rental housing, to the tenant and/or developer/owner, and in the case of homeownership, to the buyer and/or developer. Whether, and to what extent a subsidy is required is a function of the disparity between the two variables mentioned above, and this varies by markets in which the housing is to be provided.

Thus, to determine the extent to which attainable workforce housing is needed in Dania Beach, it is imperative to study the relationship between these variables - individual income and product prices. These are key components in examining the demand-supply equation for any given market area.

DEFINITION

Federal government guidelines, primarily those developed by the U.S. Department of Housing and Urban Development (HUD), attainable housing cost to an owner or renter should not exceed any more than 30 percent of the household's gross monthly income for housing costs, including utilities. HUD determined the median family income for Broward County at $65,700 for 2018. Based on American Community Survey (ACS) data, Broward County had a median family income of $65,596 and a median household income of $54,895. Based on ACS 2013-17 data, Dania Beach had a median family income of $47,654 and a median household income of $42,936.

There are state and federal income guidelines that serve as thresholds for various housing programs. Income limits are set in accordance with federal statutes that use four person income limits as a starting point.

Federal guidelines generally define very low income as less than 30 percent (Area Median Income) AMI, low income as greater than 30 percent but no more than 50 percent AMI, and moderate income as greater than 50 percent but no more than 80 percent AMI. When used by

the federal government, "low and moderate income" refers to all households with income at or below 80 percent AMI.

The state uses a different definition that includes very low income as a household that does not exceed 50 percent AMI, low income as a household income that does not exceed 80 percent, AMI and moderate income as a household income that does not exceed 120 percent AMI.

Most federal and state housing assistance programs are oriented to households earning less than 80 percent AMI.

Table 2. Affordability by Household Size (HUD 2018)

Maximums	1	2	3	4	5	6	7	8
30% of AMI	$17,000	$19,400	$21,850	$25,100	$29,420	$33,740	$38,060	$42,380
50% of AMI	$28,300	$32,350	$36,400	$40,400	$43,650	$46,900	$50,100	$53,350
80% of AMI	$45,300	$51,750	$58,200	$64,650	$69,850	$75,000	$80,200	$85,350
120% of AMI	$67,920	$77,640	$87,360	$96,960	$104,750	$112,560	$120,240	$128,040
140% of AMI	$79,240	$90,580	$101,920	$113,120	$122,220	$131,320	$140,280	$149,380

Source: HUD and Strategic Planning Group, Inc. 2019

Workforce housing, on the other hand, is usually defined as households earning between 80 percent AMI and 120 percent AMI. The definition of attainable workforce housing has been modified by communities throughout the United States to include an upper 140 percent median family income bracket, as well as, a cost burden as high as 40 percent.

To determine whether and to what extent attainable housing is needed, the relationship between these variables - individual incomes and product prices needs analysis.

Affordability – A Bad Name

There seems to be a national trend for communities to look at attainable housing developments as "Public Housing" which it is not. Increasingly, the communities have attempted to rename the concept and redirect or re-educate the public as to its nature. A number of communities now refer to it as "contemporary attainable housing" or "moderate priced dwelling units" or even "workforce housing" to more adequately reflect those who need this type of housing. The following narrative is an attempt to redefine the concept and its need.

Workforce Housing

Today's workforce housing provides a stepping-stone for young families, a smaller, more manageable home for seniors, or creates housing for the city's workforce. Workforce housing focuses on providing homes for public employees, teachers, public safety personnel and employees of small and large businesses in the city. Most communities that define "workforce housing" use HUD's moderate income level of 80 percent-120 percent of the Area's Median Income (AMI).

Workforce housing helps businesses remain in the city and county and helps public employees live closer to their jobs. Workforce housing can be ownership or rental, a two-family house, accessory apartment, townhouse or typical market-rate apartment unit.

The Florida Housing Coalition in its 2016 Housing Matters Report notes that with passage of Florida's Sadowski Act state and local housing trust funds are projected to have the following economic impact on the State of Florida:

- 32,600 jobs
- $4.6 billion in total economic output
- $1.64 billion in labor income

Workforce Housing – An Effective Private/Public Partnership with Local Government

Workforce housing is developed by private developers, often non-profits, many of which are local community or faith based organizations, using a combination of rental income, private financing, income from sales and government subsidies. Other workforce housing is developed by the private sector through inclusionary zoning. Funding and technical assistance are also available from private lenders and the sale of ownership units. Other communities have created numerous other tools to assist in the production of workforce housing including: "New Homes Construction Funds", "New Homes Land Acquisition Funds" and inclusionary zoning to assist with the development of workforce housing. Over the past decade, many communities in Florida and throughout the nation have shown that partnerships among local government, non-profit housing developers, community leaders and private financial institutions can create attractive, successful workforce housing developments that not only serve residents, but are an asset to the broader community.

In addition to helping residents, workforce housing benefits the wider community in significant ways:

- Providing housing for the local workforce
- Revitalizing distressed areas
- Directing economic benefits to the local community, such as increased jobs and sales taxes
- Reducing long distance commuter traffic and improving air quality
- Promoting economic integration while building community
- Social impacts including improved community health and education

Defining Local Workforce Housing

The costs of rental and owner-occupied housing in Broward County has increased in recent years, but to determine the relative affordability of housing first requires a definition of "Workforce" housing. The concept of what is workforce housing is relative. A family or individual earning $100,000 a year might find that at $700,000 their "dream" home is unattainable; nevertheless, safe, adequate housing is available at their current income level.

Affordability becomes a problem when a family at any income level, but especially those earning at the median household income or less, does not have the opportunity to purchase or rent decent, safe housing. For this study, the basic level of workforce affordability is defined as: housing costs (rental or ownership) that can be handled by a household earning between 80 percent and 120 percent of the city's median household income as defined by HUD (estimated at $65,700 for 2018)[10] assuming that housing expenses should not exceed 30 percent of household income. For example, a household earning 80 percent of the Dania Beach median family household income ($47,654) can purchase a home valued at $257,000[11]. A renter household making 80 percent of the city median family household income can theoretically afford a gross rent of $858 which includes utilities or $953[12] without utilities.

The following discussion is an examination of numerous other factors that influence Dania Beach's overall demand for housing and its current and projected inventory or supply.

[10] ACS 2013-2017

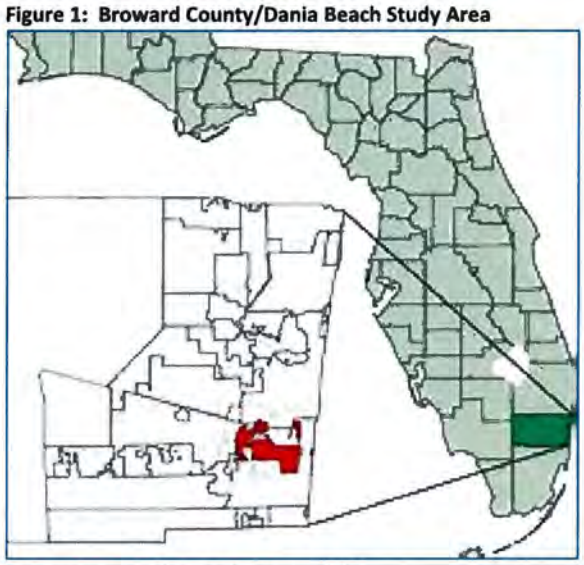
[11] Assuming a 4.25 percent, 30 year mortgage, 20% down payment

[12] Using HUD standards of gross rental payments not exceed 30 percent income (defined as rent plus utilities)

DANIA BEACH HOUSING MARKET OVERVIEW (DEMAND)

The City of Dania Beach lies within Broward County and is part of the Fort Lauderdale-Pompano Beach-Deerfield Beach, FL Metropolitan Division as defined by HUD. The U.S. Census defined Broward County as one of three counties within the Miami-Fort Lauderdale-West Palm Beach Metropolitan Statistical Area (MSA). The Broward County Study Area is shown in Figure 1, below.

Figure 1: Broward County/Dania Beach Study Area



Source: Strategic Planning Group, Inc. 2018.

The City of Dania Beach is one of the County's smaller Cities ranking 22nd in size out of the County's 31 cities.

Table 1 shows population trends for City of Dania Beach.
The majority of the City's growth occurred through annexation during the 1990-2010 time period.

Table 1: Dania Beach Population Trends, 1930- 2018

Census	Year	Change
1910	369	—
1920	762	106.50%
1930	1,674	119.70%
1940	2,902	73.40%
1950	4,540	56.40%
1960	7,065	55.60%
1970	9,013	27.60%
1980	11,796	30.90%
1990	13,024	10.40%
2000	20,061	54.00%
2010	29,639	47.70%
2018	31,755	0.71%

Source: University of Florida (BEBR); US Census; Strategic Planning Group, Inc., 2018.

The primary source of demographic, housing and income data is derived from the U.S. Census, American Community Survey (ACS). The U.S. Census recommends that a five-year time series be used for analysis purposes due to small scale surveys used to collect data (especially in smaller areas); therefore the bulk of the census data used in this report relies on the five-year 2013-2017 data[13]. SPG also used ESRI Business data for 2018.

DEMOGRAPHICS

The University of Florida, Bureau of Business Research (BEBR) estimated that the City's had a population of 31,755 as of April 2018 and increase of 2,116 since 2010 (or 264 persons per year). Data from the US Census (American Community Survey) estimated the City's 2017 resident population 32,032 in 2017. According to the 2017 ACS[14] the City had a median age of 39.5 with 18.4 percent of the population aged 62 or more.

Table 2: Dania Beach Resident Age, ACS 2015

Subject	Dania Beach, Florida	
	Estimate	Percent
SEX AND AGE		
Total population	31,526	31,528
Male	16,108	49.50%
Female	15,418	50.50%
Under 5 years	1,785	5.00%
5 to 9 years	1,977	3.90%
10 to 14 years	1,179	4.80%
15 to 19 years	1,418	10.00%
20 to 24 years	2,016	7.90%
25 to 34 years	5,366	11.20%
35 to 44 years	4,215	13.00%
45 to 54 years	4,794	14.00%
55 to 59 years	2,236	5.90%
60 to 64 years	1,943	6.90%
65 to 74 years	2,560	9.70%
75 to 84 years	1,446	4.70%
85 years and over	567	2.90%
Median age (years)	39.5	(X)

Source: U.S. Census American Community Survey (2013-2017), 2019

ESRI estimated that the City had a population of 32,014 in 2018 and projected a population of 33,614 in 2023.

Dania Beach is demographically comprised primarily of a White population (74 percent) with a growing Hispanic population which accounts for 28.8 percent of the population according to the

13 5-year ACS 2013-18.

14 American Community Survey 5 year 2012-2017

U.S. Census (Hispanics are defined by the Census as either Black or White according to ACS 2017 data).

Table 3: Dania Beach Demographics, ACS 2017

Subject	Dania city, Florida	
	Estimate	Percent
Race alone or in combination with one or more other races		
Total population	31,526	31,526
White	23,345	74.00%
Black or African American	6,510	20.60%
American Indian and Alaska Native	287	0.09%
Asian	1,106	3.50%
Native Hawaiian and Other Pacific Islander	43	0.01%
Some other race	1306	4.10%

Source: U.S. Census American Community Survey (2013-2017), 2019

Table 4: Dania Beach Demographics, ACS 2017

Subject	Dania Beach, Florida	
	Estimate	Percent
HISPANIC OR LATINO AND RACE		
Total population	31,526	31,526
Hispanic or Latino (of any race)	9,065	28.80%
Mexican	462	1.50%
Puerto Rican	2,118	6.70%
Cuban	1,642	5.20%
Other Hispanic or Latino	4,863	15.40%
Not Hispanic or Latino	22,441	71.20%
White alone	15,216	48.30%
Black or African American alone	5,703	18.10%
American Indian and Alaska Native alone	49	0.02%
Asian alone	572	1.80%
Native Hawaiian and Other Pacific Islander alone	35	0.10%
Some other race alone	82	0.30%
Two or more races	784	2.50%
Two races including Some other race	34	0.10%
Two races excluding Some other race, and Three or more races	750	2.40%

Source: U.S. Census American Community Survey (2013-2017), 2019

EMPLOYERS

As shown below, Dania Beach's employment base is heavily oriented toward the tourism related sectors.

Table 5: Dania Beach Major Employers

American Maritime Officers (AMO)	
National Headquarters	Holiday Inn
Bass Pro Shops	Marriott Hotels
City of Dania Beach	Publix
Cruise.com	RTM Star Center
Cross Pointe Care Center	Starwood Hotels
Dania Casino	Winn Dixie
Derector Florida	Wyndham Hotels

Source: City of Dania Beach and Greater Fort Lauderdale Alliance, 2019

DANIA BEACH LABOR FORCE

American Community Survey data shows that the City had 26,332 residents aged 16 years and older of which 66.4 percent were in the labor force as of 2017 or a Civilian Labor Force of 17,474.

Table 6: Dania Beach Employment Status, 2017

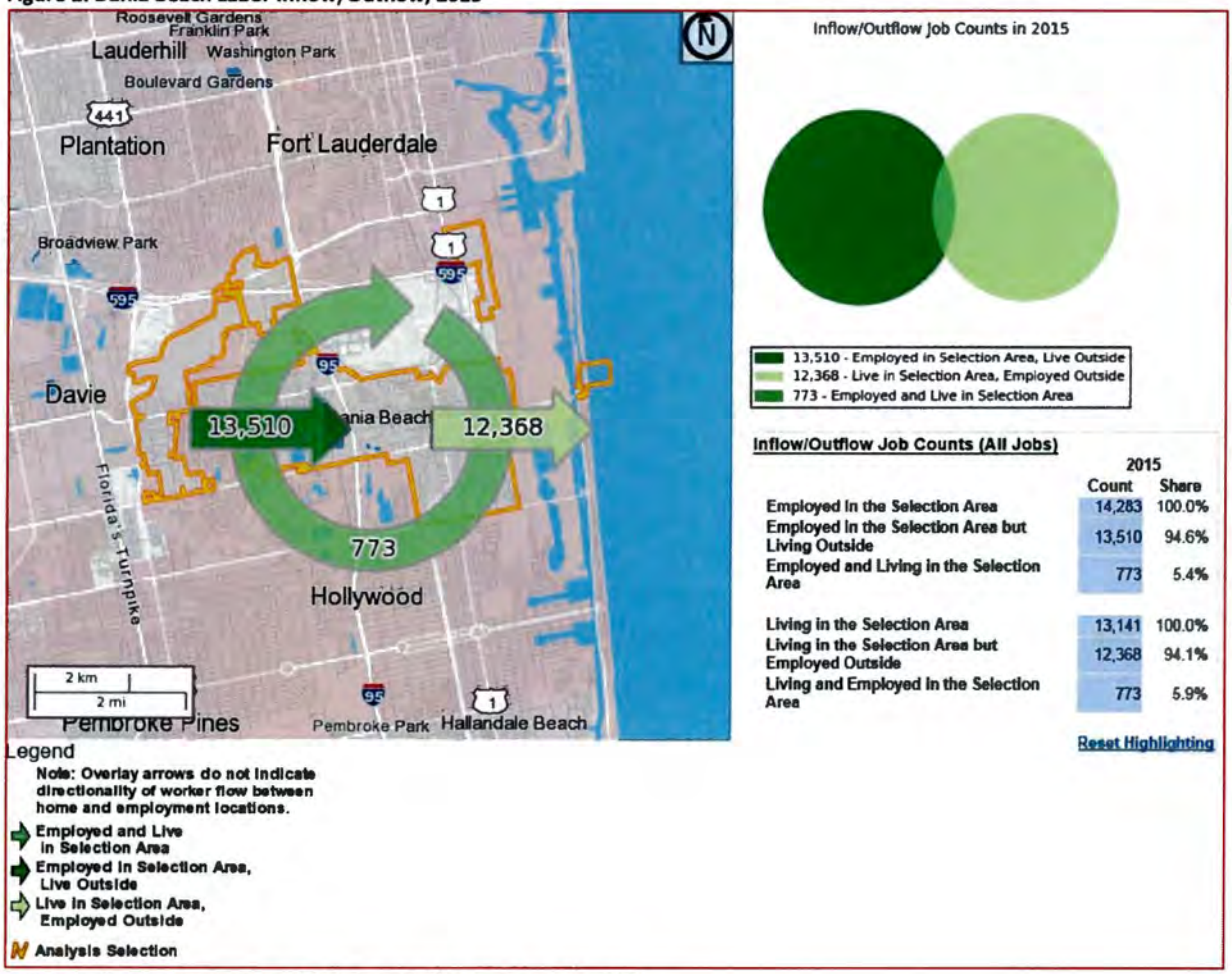
Subject	Dania Beach,	
	Estimate	Percent
EMPLOYMENT STATUS		
Population 16 years and over	26,332	26,332
In labor force	17,474	66.40%
Civilian labor force	17,474	66.40%
Employed	15,748	59.80%
Unemployed	2	6.60%
Armed Forces	0	0.00%
Not in labor force	8,858	33.60%
Civilian labor force	17,474	17,474
Unemployment Rate	(X)	9.90%

Source: U.S. Census American Community Survey (2013-2017), 2019

DANIA BEACH LABOR DYNAMICS

Based on Census data, the City of Dania Beach had 14,283 jobs within its boundaries. Of that number, only 773 jobs (5.4 percent) were held by Dania Beach residents. The other 13,510 workers resided outside of the city (94.6 percent). Dania Beach is largely a residential community as shown by the fact that 94.1 percent of its residents leave the city to go to work elsewhere as shown in Figure 10.

Figure 2: Dania Beach Labor Inflow/Outflow, 2015



	2015 Count	2015 Share
Employed in the Selection Area	14,283	100.0%
Employed in the Selection Area but Living Outside	13,510	94.6%
Employed and Living in the Selection Area	773	5.4%
Living in the Selection Area	13,141	100.0%
Living in the Selection Area but Employed Outside	12,368	94.1%
Living and Employed in the Selection Area	773	5.9%

Source: onthemap.ces.census.gov, 2019; Strategic Planning Group, Inc., 2019

DANIA BEACH HOUSING CHARACTERISTICS

The number of housing units in Dania Beach, as reported by the American Community Survey 2013-2017[15], was estimated to be 15,505 units in 2017. Approximately 22 percent of the City's housing inventory is vacant; most of which are held for seasonal use. Table 7 summarizes housing occupancy in Dania Beach for 2017.

[15] The 2013-2017 ACS data was released in December 2018 and is the latest data available.

Table 7: Dania Beach Housing Occupancy

Subject	Dania Beach,	
	Estimate	Percent
HOUSING OCCUPANCY		
Total housing units	15,505	15,505
Occupied housing units	12,104	78.10%
Vacant housing units	3,401	21.90%
Homeowner vacancy rate	3.1	(X)
Rental vacancy rate	4.9	(X)

Source: U.S. Census American Community Survey (5-year 2013-2017), 2019

ESRI estimated that the City had 16,418 housing units in 2018 and projects it will grow to 17,118 by 2023.

It is estimated that 27 percent of the total housing units in Dania Beach were single-family detached units and 12.3 percent were single family attached. Multi-family housing of two to four units accounted for only 14 percent of the total units and multi-family housing of 20 units or more accounted for 19 percent of the housing stock. The City is estimated to contain 16 percent of its housing in mobile homes.

ESRI estimated that 41.2 percent of the City's was owner occupied, 42.0 percent were renter occupied and 16.8 percent were vacant housing units in 2018.

Housing Inventory by Type

Table 8 summarizes the estimated 2017 inventory of housing in Dania Beach by type. Approximately 30 percent of the City's housing is 1 unit detached, while approximately 19 percent are larger multifamily structures and 16 percent are mobile homes.

Table 8: Dania Beach Housing Units by Type, 2017

Subject	Dania Beach,	
	Estimate	Percent
UNITS IN STRUCTURE		
Total housing units	1,505	1,505
1-unit, detached	4,177	26.90%
1-unit, attached	1905	12.30%
2 units	1367	8.80%
3 or 4 units	834	5.40%
5 to 9 units	933	6.00%
10 to 19 units	924	6.00%
20 or more units	2,917	18.80%
Mobile home	2,414	15.60%
Boat, RV, van, etc.	34	0.20%

Source: U.S. Census American Community Survey (2013-2017), 2019

Age of Housing Stock

The City of Dania Beach was developed in the 1904. As shown in Table 9, 3.3 percent of the housing stock was built in 1939 or earlier. According to Census figures 98.4 percent of the City's housing inventory was built prior to 2010.

Table 9: Dania Beach Housing by Age

Subject	Dania Beach,	
	Estimate	Percent
YEAR STRUCTURE BUILT		
Total housing units	15,505	15,505
Built 2014 or later	105	0.70%
Built 2010 to 2013	134	0.9.%
Built 2000 to 2009	1,749	11.30%
Built 1990 to 1999	1,505	9.70%
Built 1980 to 1989	2,491	16.10%
Built 1970 to 1979	4,807	31.00%
Built 1960 to 1969	2,188	14.10%
Built 1950 to 1959	2,010	13.00%
Built 1940 to 1949	282	1.80%
Built 1939 or earlier	234	1.50%

Source: U.S. Census American Community Survey (2013-2017), 2019

Household by Tenure

Approximately 49 percent of the City's occupied housing is owner occupied (units) and 51 percent is renter occupied (6,121).

Table 10: Dania Beach Household Tenure, 2017

	Estimate	Percent
HOUSING TENURE		
Occupied housing units	12,104	12,104
Owner-occupied	5,983	49.40%
Renter-occupied	6,121	50.60%
Average household size of owner-occupied unit	2.44	(X)
Average household size of renter-occupied unit	2.73	(X)

Source: U.S. Census American Community Survey (5-year 2013-2017), 2019

Household Size

According to the ACS 2017, housing tenure within Dania Beach by household size indicates slightly over 67 percent of the occupied housing units are made up of one and two person households.

Table 11: Dania Beach Housing Size by Type of Occupied Housing, 2015

Subject	Dania Beach, Florida		
	Occupied housing units	Owner-occupied housing units	Renter-occupied housing units
	Estimate	Estimate	Estimate
Occupied housing units	12,104	5,983	6,121
HOUSEHOLD SIZE			
1-person household	31.10%	35.40%	27.00%
2-person household	36.20%	37.80%	34.60%
3-person household	15.60%	11.90%	19.30%
4-or-more-person household	17.10%	14.90%	19.20%

Source: U.S. Census American Community Survey (2013-2017), 2019

Conversely, the number of owner occupied units with four or more person household's account for 17 percent of the occupied units.

Housing Values

The ACS 2017 reports that Dania Beach' median value of owner occupied units was $174,700. It should be noted that this is what homeowners assumed their homes were valued at as opposed to what actual sales were in 2017.

Table 12:Owner Occupied Housing Values, 2017

Subject	Dania Beach,	
	Estimate	Percent
VALUE		
Owner-occupied units	5,963	5,963
Less than $50,000	317	5.30%
$50,000 to $99,999	699	11.70%
$100,000 to $149,999	1,145	19.10%
$150,000 to $199,999	1,581	26.40%
$200,000 to $299,999	1,255	21.00%
$300,000 to $499,999	768	12.80%
$500,000 to $999,999	184	3.10%
$1,000,000 or more	34	0.60%
Median (dollars)	$174,700	(X)

Source: U.S. Census American Community Survey (2013-2017), 2019

ESRI estimates that the median home value in 2018 was $217,820. Multiple Listing Service (MLS) 2018 data is presented later in the report.

Family household's makeup 58 percent of Dania Beach's households and 42 percent are nonfamily households. Married couples account for 34 percent of the City's households[16].

[16] American Community Survey (2013-2017), 2019

Table 13: Dania Beach Households by Type, 2017

Subject	Dania Beach city, Florida					
	Occupied housing units	Percent occupied housing units	Owner-occupied housing units	Percent owner-occupied housing units	Renter-occupied housing units	Percent renter-occupied housing units
	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
HOUSEHOLD TYPE (INCLUDING LIVING ALONE) AND AGE OF HOUSEHOLDER						
Family households	7,019	58.00%	3,452	57.70%	3,567	58.30%
Married-couple family	4,118	34.00%	2,528	42.30%	1,590	26.00%
Householder 15 to 34 years	547	4.50%	142	2.40%	405	6.60%
Householder 35 to 64 years	2,685	22.20%	1,634	27.30%	1,051	17.20%
Householder 65 years and over	886	7.30%	752	12.60%	134	2.20%
Other family	2,901	24.00%	924	15.40%	1,977	32.30%
Male householder, no wife present	860	7.10%	311	5.20%	549	9.00%
Householder 15 to 34 years	256	2.10%	65	1.10%	191	3.10%
Householder 35 to 64 years	436	3.60%	185	3.10%	251	4.10%
Householder 65 years and over	168	1.40%	61	1.00%	107	1.70%
Female householder, no husband present	2,041	16.90%	613	10.20%	1,428	23.30%
Householder 15 to 34 years	490	4.00%	19	0.30%	471	7.70%
Householder 35 to 64 years	1,287	10.60%	409	6.80%	878	14.30%
Householder 65 years and over	264	2.20%	185	3.10%	79	1.30%
Nonfamily households	5,085	42.00%	2,531	42.30%	2,554	41.70%
Householder living alone	3,766	31.10%	2,115	35.40%	1,651	27.00%
Householder 15 to 34 years	431	3.60%	99	1.70%	332	5.40%
Householder 35 to 64 years	2,048	16.90%	1,019	17.00%	1,029	16.80%
Householder 65 years and over	1,287	10.60%	997	16.70%	290	4.70%
Householder not living alone	1,319	10.90%	416	7.00%	903	14.80%
Householder 15 to 34 years	522	4.30%	24	0.40%	498	8.10%
Householder 35 to 64 years	598	4.90%	278	4.60%	320	5.20%
Householder 65 years and over	199	1.60%	114	1.90%	85	1.40%

Source: U.S. Census American Community Survey (2013-2017), 2019

DANIA BEACH HOUSEHOLD INCOME

Dania Beach's median household income was estimated at $42,936 in 2017[17] and its mean (average) income was $57,142. Family median income, which is used by HUD[18] (at the County and/or MSA level) in determining affordability and grants, was $47,654 while non-family median income was $36,695, according to ACS 2017.

ESRI estimated that the 2018 average household income was $67,116 and the median income was $48,191.

[17] 2017 American Community Survey

[18] At MSA levels not cities

Table 14: Dania Beach Median Household Income, 2017

Subject	Dania Beach city, Florida			
	Households	Families	Married-couple families	Nonfamily households
	Estimate	Estimate	Estimate	Estimate
Total	12,104	7,019	4,118	5,085
Less than $10,000	9.80%	9.20%	3.60%	13.90%
$10,000 to $14,999	5.50%	2.70%	0.90%	9.10%
$15,000 to $24,999	12.40%	14.00%	7.40%	11.70%
$25,000 to $34,999	12.20%	10.90%	11.60%	13.90%
$35,000 to $49,999	17.30%	15.90%	17.20%	18.80%
$50,000 to $74,999	17.00%	14.50%	17.70%	17.70%
$75,000 to $99,999	11.90%	14.40%	17.90%	8.20%
$100,000 to $149,999	8.60%	11.00%	14.60%	4.90%
$150,000 to $199,999	3.90%	5.10%	5.80%	1.50%
$200,000 or more	1.40%	2.20%	3.40%	0.30%
Median income (dollars)	**$42,936**	**$47,654**	**$62,229**	**$36,695**
Mean income (dollars)	**$57,142**	**$64,472**	**N**	**$43,204**

Source: U.S. Census American Community Survey (2013-2017), 2019

The median monthly housing cost for households was $1,150. There was a significant difference in median monthly housing costs between owner occupied households ($959) and renter occupied households ($1,224).

Table 15: Dania Beach Monthly Housing Costs, 2017

Subject	Dania Beach, Florida		
	Occupied housing units	Owner-occupied housing units	Renter-occupied housing units
	Estimate	Estimate	Estimate
MONTHLY HOUSING COSTS/UNITS	12,104	5,983	6,121
Less than $300	3.60%	7.00%	0.30%
$300 to $499	8.60%	14.50%	2.80%
$500 to $799	14.60%	21.30%	8.10%
$800 to $999	10.70%	9.30%	12.10%
$1,000 to $1,499	33.10%	21.00%	45.00%
$1,500 to $1,999	17.80%	12.70%	22.80%
$2,000 to $2,499	5.70%	8.10%	3.40%
$2,500 to $2,999	1.80%	2.80%	0.80%
$3,000 or more	1.70%	3.40%	0.00%
No cash rent	2.40%	X	4.80%
Median (dollars)	**$1,150**	**$959**	**$1,224**

Source: U.S. Census American Community Survey (5-year 2013-2017), 2019

Owner occupied housing with a mortgage had a median monthly housing cost of $1,468.

Table 16: Dania Beach Monthly Owner Occupied Housing Costs, 2017

Subject	Dania Beach,	
	Estimate	Percent
SELECTED MONTHLY OWNER COSTS (SMOC)		
Housing units with a mortgage	3,364	3,364
Less than $500	80	2.40%
$500 to $999	594	17.70%
$1,000 to $1,499	1077	32.00%
$1,500 to $1,999	761	22.60%
$2,000 to $2,499	484	14.40%
$2,500 to $2,999	167	5.00%
$3,000 or more	201	6.00%
Median (dollars)	**$1,469**	(X)

Source: U.S. Census American Community Survey (5-year 2013-2017), 2019

Housing Affordability

The U.S. Department of Housing and Urban Development (HUD) defines affordability as housing costs of 30 percent or less of total monthly household income. Based on the 2017 ACS estimates, 44.5 percent of homeowners in Dania Beach with a mortgage paid 30 percent or more of their income on housing of which 35.1 percent paid over 35 percent or more.

Table 17: Owner Affordability

Subject	Dania Beach,	
	Estimate	Percent
SELECTED MONTHLY OWNER COSTS AS A PERCENTAGE OF HOUSEHOLD INCOME		
Housing units with a mortgage (excluding units where SMOCAPI cannot be computed)	3,331	3,331
Less than 20.0 percent	967	29.00%
20.0 to 24.9 percent	521	15.60%
25.0 to 29.9 percent	361	10.80%
30.0 to 34.9 percent	312	9.40%
35.0 percent or more	1,170	35.10%
Not computed	33	(X)

Source: U.S. Census American Community Survey (5-year 2013-2017), 2019

For renters, the median monthly housing rent was reported to be $1,224.

Table 18: Dania Beach Gross Rents

Subject	Dania Beach,	
	Estimate	Percent
GROSS RENT		
Occupied units paying rent	5,828	5,828
Less than $500	190	3.30%
$500 to $999	1,233	21.20%
$1,000 to $1,499	2,753	47.20%
$1,500 to $1,999	1398	24.00%
$2,000 to $2,499	209	3.60%
$2,500 to $2,999	46	0.80%
$3,000 or more	0	0.00%
Median (dollars)	**$1,224**	(X)
No rent paid	292	(X)

Source: U.S. Census American Community Survey (5-year 2013-2017), 2019

Slightly over 68 percent of renters in Dania Beach paid 30 percent or more of their income on housing while 60.6 percent paid 35 percent or more for rent.

Table 19: Dania Beach Renter Affordability

Subject	Dania Beach,	
	Estimate	Percent
GROSS RENT AS A PERCENTAGE OF HOUSEHOLD INCOME (GRAPI)		
Occupied units paying rent (excluding units where GRAPI cannot be computed)	5,740	5,740
Less than 15.0 percent	325	5.70%
15.0 to 19.9 percent	281	4.90%
20.0 to 24.9 percent	630	11.00%
25.0 to 29.9 percent	589	10.30%
30.0 to 34.9 percent	437	7.60%
35.0 percent or more	3,478	60.60%
Not computed	502	(X)

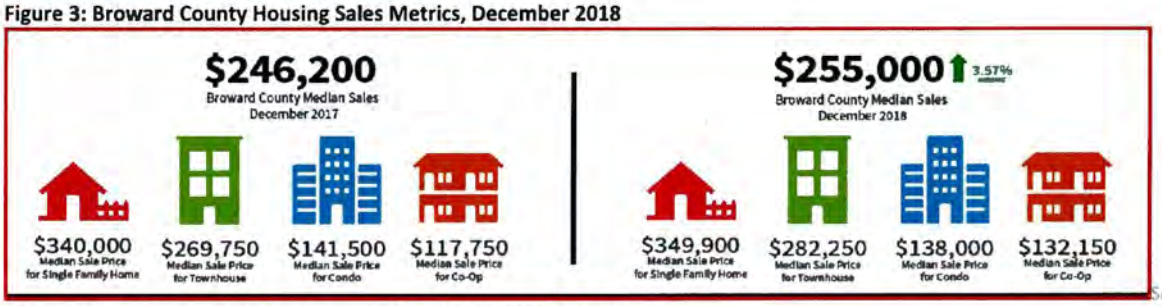
Source: U.S. Census American Community Survey (5-year 2011-2015), 2016

HOUSING SUPPLY

Broward County Housing Metrics

Based on Broward County Property Appraiser data, as of December, 2018, the median sales price was $255,000 of which the sales price of a single family home was $349,900. The median sales price for a townhouse was $282,500 and the median price of a condominium was $138,000.

Figure 3: Broward County Housing Sales Metrics, December 2018



Source: December 2018 Market Report, 2019, Broward County Appraiser Office,2019

Dania Beach

Dania Beach is a small but active real estate market within Broward County. Homes for sale in Dania Beach have a median listing price of $259,950 and a price per square foot of $187 as of January 2019[19]. There are 271 active homes for sale in Dania Beach, Florida, which spend an average of 74 days on the market as of December, 2018[20].

Realtor.com reports that as of January 2019, Dania Beach recorded 263 home sales ranging from $27,900 to $3.8 million. The median price sold was estimated at $225,000 and the median listing price was $260,000.

Figure 4: Home Values, 2019

Source: Realtor.com

Based on data from Realtor.com, Dania Beach's median list price of homes was $260,000, which was an increase of 10.2 percent YoY from 2017.

[19] Realtor.com, January 17, 2019

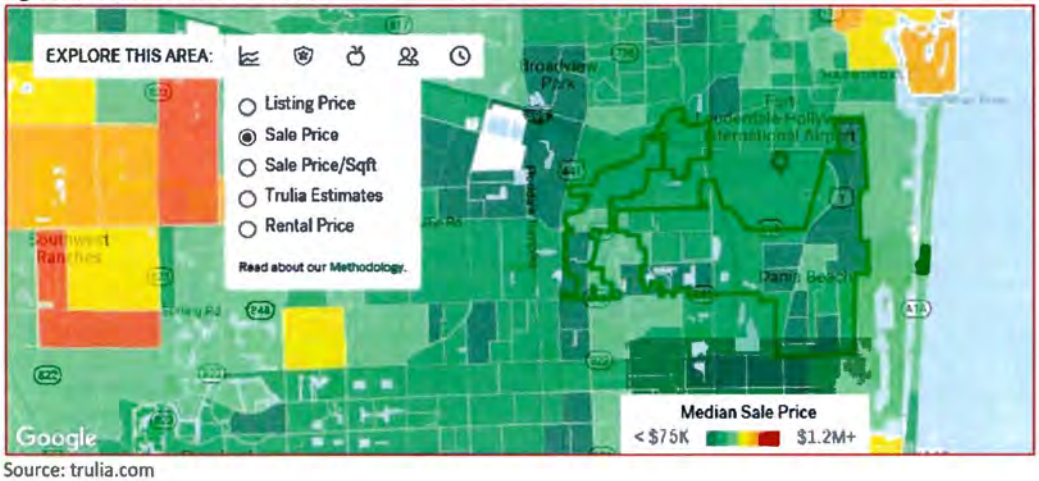
[20] Broward County Appraiser Office, 2019

Figure 5: Dania Beach Residential Sales, 2016-2018

Source: Realtor.com

As can be seen on the following thematic map, Dania Beach's median home sale price is lower than the surrounding area.

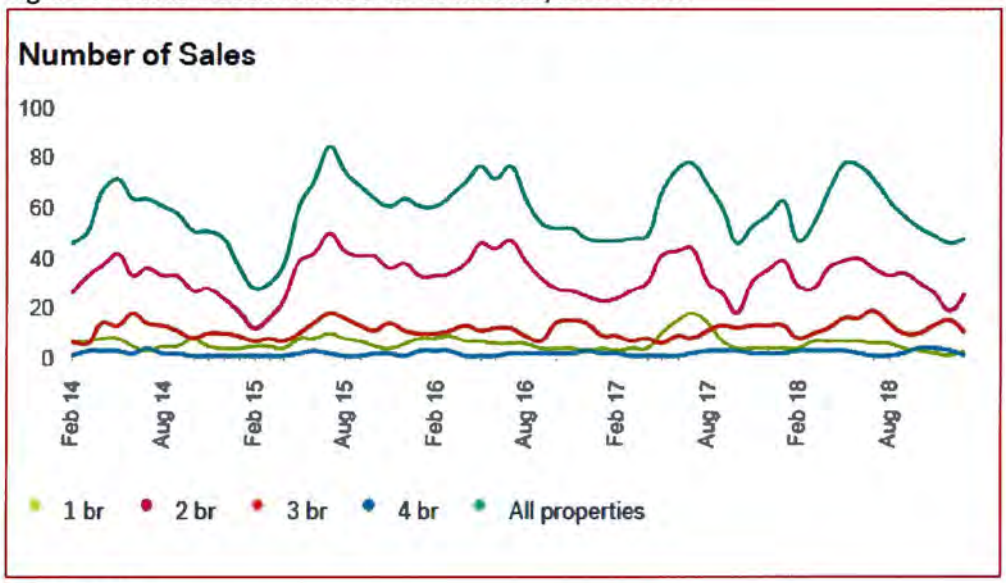
Figure 6: Area Median Sale Prices



Source: trulia.com

Real estate sales in Dania Beach and Broward County are traditionally seasonal. Like all of South Florida, the City has partially recovered from the Housing Burst and Great Recess and sales peaked in June/July at approximately 80 units, as shown below.

Figure 7: Dania Beach Number of Unit Sales, 2014-2018



Source: trulia.com

Dania Beach had a total of 465 housing sales in 2018 or an average of 39 units per month based on County Property Appraiser data. Of the total housing sales in 2018, 202 units (43%) were single family homes, 180 units (3%) were condominiums, 68 units (15%) were Townhouses and 17 units (4%) were co-ops.

Table 20: Dania Beach Monthly Sales, 2018

MONTH	SINGLE FAMILY	TOWN HOUSE	CONDO	CO OP	TOTAL
December	18	9	10	0	37
November	17	13	8	3	41
October	14	4	9	0	27
September	14	4	12	2	32
August	17	5	18	1	41
July	12	4	10	0	26
June	22	7	18	2	47
May	26	2	22	2	52
April	17	5	18	4	44
March	16	7	21	3	47
February	18	3	14	0	35
January	11	5	20	0	36
Total	202	68	180	17	465

Source: Broward County Property Appraiser, 2019

Dania Beach median sales price of all residential properties peaked at $248,500 in 2006 but has recently peaked at $225,000 in January 2019.

Figure 8: Median Sales Price, 2000 - 2019

Source: www.trulia.com, 2019

The overall Dania Beach housing market, as of January, 2019, had a median sales value of $225,000, a 5.9 percent increase year to year (y-o-y), according to Trulia.

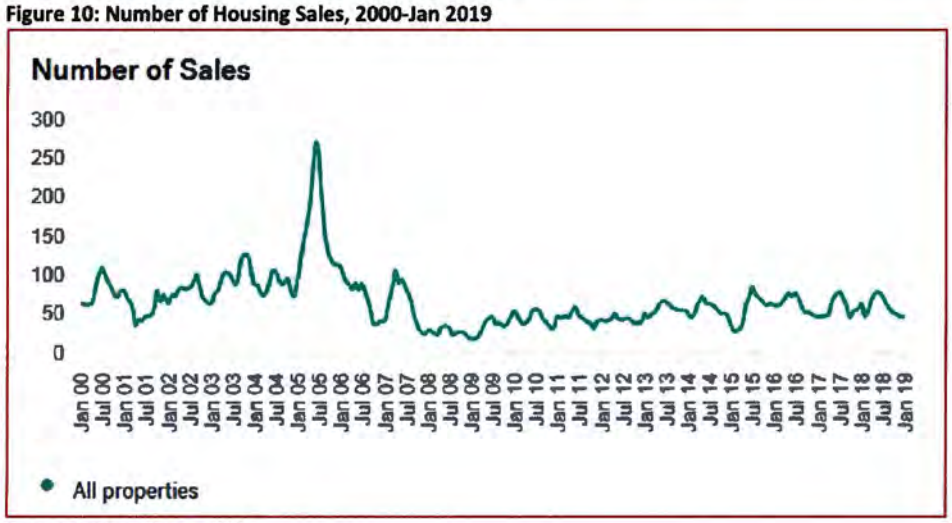
Figure 9: Residential Sales by Bedroom, 2019

No. Bedrooms	Oct 10 - Jan 9	y-o-y	3 months prior	1 year prior	5 years prior
1 Bedroom	$143,000	-7.7%	$102,500	$155,000	$82,000
2 Bedroom	$175,000	-0.6%	$180,000	$176,000	$120,000
3 Bedroom	$359,000	+ 17.3%	$270,000	$306,000	$157,100
4 Bedroom	-	-	$430,000	-	$175,000
All Properties	**$225,000**	**+ 5.9%**	**$198,250**	**$212,500**	**$120,000**

Source: www.trulia.com, 2019

Since January 2000, the number of sales peaked in July 2005 at 275 units and as of January 2019 numbered 50 units.

Figure 10: Number of Housing Sales, 2000-Jan 2019



Source: www.trulia.com, 2017

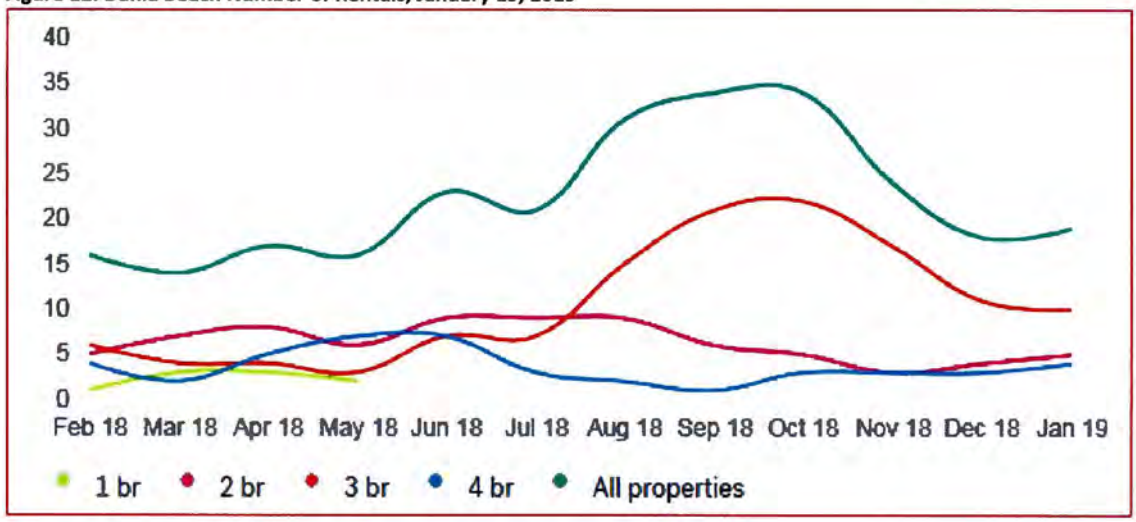
Dania Beach Rentals

Since February 2018, single family and apartment rentals have been averaging 22 new rentals monthly. With an increase in apartment rentals, median rents which peaked in November 2018 at $2,500 a month but declined to $1,949 as of January 2019.

Figure 11: Dania Beach Median Rent, January 19, 2019

Source: www.trulia.com, 2019

Figure 12: Dania Beach Number of Rentals, January 19, 2019



Source: www.trulia.com, 2019

Dania Beach Residential Summary

Based on Trulia data, the Dania Beach residential market had a median sales price of $225,000 or $173 per square foot, and a median rent of $1,949 as of January 18, 2019.

Figure 13: Residential Market Summary

Source: www.trulia.com, 2019

Figure 14: Dania Beach Residential Summary

$225,000	$173	$1,949
Median Sales Price	Price Per Sqft	Median Rent Per Month

Source: www.trulia.com, 2019

2018 MLS Housing Data

Strategic Planning Group, Inc. also analyzed MLS data as reported by the Realtors of the Palm Beaches and Greater Fort Lauderdale (part of Florida Realtors) to determine local market conditions.

Based on Dania Beach MLS data[21], median single family sales price as of December 2018 was $292,500, a 6.4 percent increase over 2017 (YoY). Townhouse and condominium sales price was $167,000, only a 0.6 percent increase YoY.

Table 21: Dania Beach MLS Sales Metrics, 2017-2018

Single Family	December			Year to Date		
Key Metrics	**2017**	**2018**	**% Change**	**Thru 12-2017**	**Thru 12-2018**	**% Change**
Closed Sales	4	**4**	0.0%	47	**45**	- 4.3%
Median Sales Price*	$234,100	**$462,003**	+ 97.4%	$275,000	**$292,500**	+ 6.4%
Average Sales Price*	$220,800	**$433,837**	+ 96.5%	$294,277	**$318,243**	+ 8.1%
Dollar Volume	$883,200	**$1,735,349**	+ 96.5%	$13,831,020	**$14,002,931**	+ 1.2%
Percent of Original List Price Received*	100.9%	**94.1%**	- 6.7%	92.8%	**98.9%**	+ 6.6%
Median Time to Contract	92	**165**	+ 79.3%	92	**73**	- 20.7%
Pending Sales	4	**7**	+ 75.0%	49	**50**	+ 2.0%
New Listings	3	**5**	+ 66.7%	83	**92**	+ 10.8%
Inventory of Homes for Sale	17	**21**	+ 23.5%	—	**—**	—
Months Supply of Inventory	4.2	**4.6**	+ 9.5%	—	**—**	—

Townhouse/Condo	December			Year to Date		
Key Metrics	**2017**	**2018**	**% Change**	**Thru 12-2017**	**Thru 12-2018**	**% Change**
Closed Sales	7	**3**	- 57.1%	46	**35**	- 23.9%
Median Sales Price*	$155,000	**$140,000**	- 9.7%	$166,000	**$167,000**	+ 0.6%
Average Sales Price*	$166,714	**$139,333**	- 16.4%	$167,547	**$168,797**	+ 0.7%
Dollar Volume	$1,167,000	**$418,000**	- 64.2%	$7,707,167	**$5,740,100**	- 25.5%
Percent of Original List Price Received*	94.2%	**84.3%**	- 10.5%	93.4%	**92.9%**	- 0.5%
Median Time to Contract	65	**45**	- 30.8%	70	**58**	- 17.1%
Pending Sales	4	**1**	- 75.0%	51	**30**	- 41.2%
New Listings	4	**4**	0.0%	69	**54**	- 21.7%
Inventory of Homes for Sale	14	**19**	+ 35.7%	—	**—**	—
Months Supply of Inventory	3.3	**7.6**	+ 130.3%	—	**—**	—

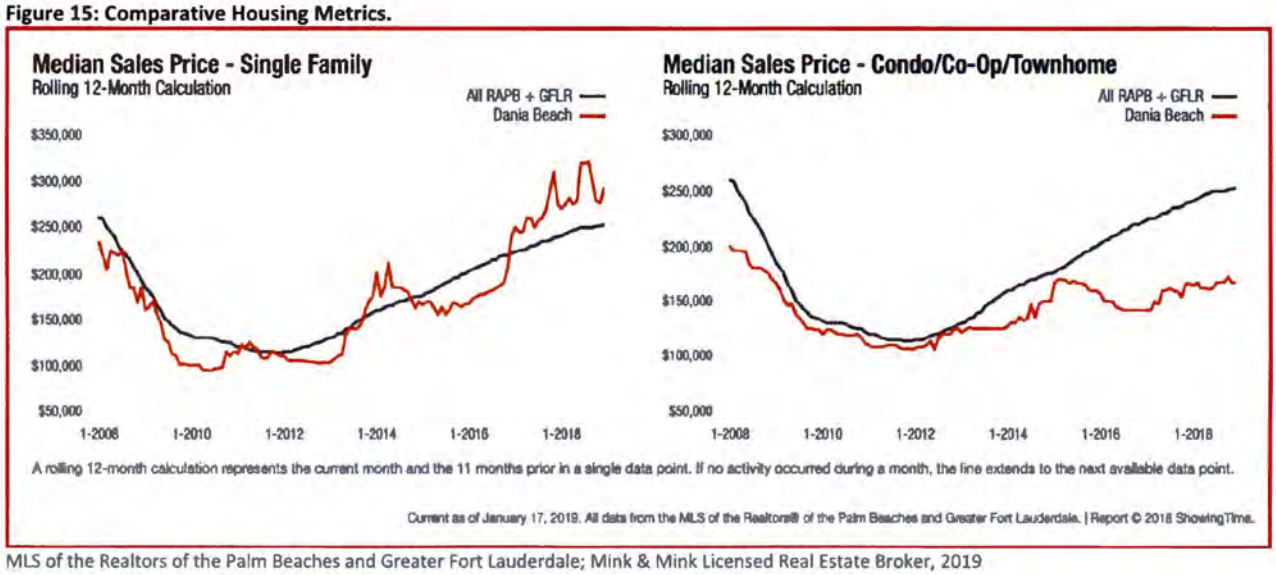
* Does not account for seller concessions; % Change may be extreme due to small sample size

Source: MLS of the Realtors of the Palm Beaches and Greater Fort Lauderdale; Mink & Mink Licensed Real Estate Broker, 2019

The following tables compare Dania Beach's real estate metrics to Palm Beach and Broward counties metrics. Dania Beach's single family sale prices have been slightly higher for the last two years; while condominium/townhouse prices have historically been lower.

[21] MLS of the Realtors of the Palm Beaches and Greater Fort Lauderdale; Mink & Mink Licensed Real Estate Broker, 2019

Figure 15: Comparative Housing Metrics.



MLS of the Realtors of the Palm Beaches and Greater Fort Lauderdale; Mink & Mink Licensed Real Estate Broker, 2019

2018 MLS data shows that there were 494 active and sold sales of which 229 were single family homes. There were 265 active and sold condo units during 2018.

Table 22: Single Family Sales for 2018

DANIA BEACH ACTIVE AND SOLD BY PRICE CLASS Jan-Dec 2018			
Price Class	**Single Family**	**Condo**	**Total**
$29,999 or under	1	0	1
$30,000 -$39,999	0	0	0
$40,000 -$49,999	0	0	0
$50,000 -$59,999	0	0	0
$60,000 $-69,999	1	0	1
$70,000 -$79,999	0	6	6
$80,000 -$89,999	0	4	4
$90,000 -$99,999	1	10	11
$100,000 -$119,999	1	20	21
$120,000 -$139,999	3	15	18
$140,000 -$159,999	2	26	28
$160,000 -$179,999	6	40	46
$180,000 -$199,999	10	30	40
$200,000 -$249,999	29	76	105
$250,000 -$299,999	43	27	70
$300,000 -$399,999	60	9	69
$400,000 -$499,999	34	1	35
$500,000 -$599,999	15	1	16
$600,000 -$699,999	10	0	10
$700,000 -$799,999	3	0	3
$800,000 -899,999	3	0	3
$900,000 -$999,999	3	0	3
Over $1,000,000-	4	0	4
TOTALS	**229**	**265**	**494**

MLS of the Realtors of the Palm Beaches and Greater Fort Lauderdale; Mink & Mink Licensed Real Estate Broker, 2019

Apartment Market

Strategic Planning Group, Inc. commissioned REIS for a competitive apartment analysis of the overall Dania Beach/Hollywood/Hallandale submarket of Broward County.

Table 23: REIS Comparable Apartment Metrics, 2019

Comparable Properties Data as of 01/25/2019	Location Data		Structural Data					Avg Rent & Concessions		
Property Name	Street Address	City	Size (units)	Year built	Floors	Class	Vacancy Rate (%)	Current Asking Rent	Submarket Concessions (%)	Current Effective Rent
The Place At Dania Beach	180 E DANIA BEACH BLVD	DANIA BEACH	144	2017	8	A	1.4%	$1,935	6.1%	$1,817
Sheridan Ocean Club Apartments	1155 SE 7TH AVE	DANIA	648	1989	3	BC	3.9%	$1,752	6.1%	$1,645
Beach Walk at Sheridan	311 E SHERIDAN ST	DANIA BEACH	240	1998	4	BC	2.9%	$1,778	6.1%	$1,670
Beach Walk at Sheridan	311 E SHERIDAN ST	DANIA	240	2002	4	A	1.3%	$1,571	6.1%	$1,475
Oak Gardens Apartments	2481 OAK GARDENS LN	Hollywood	104	1986	1	BC	11.5%	$1,186	6.1%	$1,114
Oakwood Manor	2652 N 26th Terrace	Hollywood	63	1987	1	BC	0.0%	$1,149	6.1%	$1,079
Parc Station	2300 N 29TH AVE	HOLLYWOOD	334	2017	3	A	7.8%	$2,088	6.1%	$1,961
Jade Lynn	2522 LINCOLN ST	HOLLYWOOD	90	1971	3	BC	3.3%	$958	6.1%	$900
Hollywood Circle (Apartments)	1776 POLK ST	HOLLYWOOD	397	2018	25	A	26.2%	$2,806	6.1%	$2,635
La Vue at Emerald Pointe	3101 Emerald Pointe Dr	Hollywood	361	1990	3	BC	1.7%	$1,514	0.9%	$1,500
The Cove Hollywood	4300 SHERIDAN ST	HOLLYWOOD	138	1975	3	BC	2.2%	$1,275	0.9%	$1,263
Blu on Marina Boulevard	1401 Marina Mile Blvd	Fort Lauderdale	138	2015	3	A	5.1%	$1,872	5.7%	$1,765
Golf Garden	1328 WILEY ST	HOLLYWOOD	55	1964	3	BC	0.0%	$1,356	6.1%	$1,273
Falls at Marina Bay	2175 STATE RD 84	FORT LAUDERDALE	376	2003	6	A	5.9%	$1,652	0.9%	$1,637
Luna at Hollywood	3600 VAN BUREN ST	HOLLYWOOD	145	1968	4	BC	0.7%	$1,250	0.9%	$1,238
The EnV	812 S PARK RD	HOLLYWOOD	314	1987	3	A	3.5%	$1,528	0.9%	$1,514
Aqua Isles	4761 Southwest 39th Way	Fort Lauderdale	126	2013	2	A	2.4%	$2,191	0.9%	$2,170
Nautilus	3500 WASHINGTON ST	HOLLYWOOD	193	1974	7	BC	0.5%	$1,275	0.9%	$1,263
Upton Apartments	911 S Park Rd	Hollywood	388	1997	3	A	13.1%	$1,781	0.9%	$1,764
Broadstone Harbor Beach	1721 SE 17th St	Fort Lauderdale	391	2017	8	A	12.0%	$2,517	5.7%	$2,373
Ocean Reef at Seawalk Pointe	216 Three Islands Blvd	Hallandale	247	1994	3	A	8.1%	$1,850	6.1%	$1,737
5230 Hollywood Boulevard	5230 Hollywood Blvd	Hollywood	62	1970	7	BC	0.0%	$1,296	0.9%	$1,284
New River Cove	3711 STATE RD 84 84	DAVIE	316	2000	3	A	3.8%	$1,982	0.9%	$1,963
Lake Villa Apartments	2450 S PARK RD	HALLANDALE	151	1975	2	BC	0.7%	$1,148	0.9%	$1,137
The Queue Apartments	817 SE 2ND AVE	FORT LAUDERDALE	191	2017	7	A	3.7%	$2,022	5.7%	$1,906
Riverside Manor	889 Riverside Dr	Fort Lauderdale	94	1978	3	BC	1.1%	$1,117	5.7%	$1,053
Hollywood Square	5500 Washington St	Hollywood	173	1973	3	BC	4.0%	$1,166	0.9%	$1,155
Harold Square	5671 WASHINGTON ST	HOLLYWOOD	112	1974	2	BC	1.8%	$1,290	0.9%	$1,278
Vu New River	510 SE 5TH AVE	FORT LAUDERDALE	208	2015	18	A	1.0%	$2,844	5.7%	$2,681
New River Yacht Club Ph 1	400 SW 1ST AVE	FORT LAUDERDALE	246	2014	27	A	2.8%	$2,751	5.7%	$2,594

Source: REIS

Based on REIS apartment data, the current (January 2019) asking rents ranges from $958 to $2,844. Vacancy rates are directly related to rents and range from 0 to 26.2 percent.

Table 24: Comparative Market Rents, January 2019

Comparable Group Summary Stats*	Low	Mean	Median	High
Current Asking Rent/Unit ($)	$958	$1,838	$1,612	$2,844
Current Vacancy Rate (%)	0	5.9	2.9	26.2
Property Size (units)	55	223	192	648
Year Built	1964	1998	1992	2018

Source: REIS, Inc., 2019

Asking rents by bedroom type range from $1,443 to $2,229 and range in size form 554 sq. ft. to 1,507 sq. ft.

Table 25: Comparative Rents by Bedroom Type, January 2019

Comparable Group Summary Stats*	Studio	1BR	2BR	3BR
Current Asking Rent/Unit ($)	$1,443	$1,541	$1,939	$2,669
Unit Size (SF)	554	802	1,174	1,507
Units	4	87	112	20
Current Asking Rent/SF	2.64	1.95	1.69	1.76

Source: REIS, Inc., 2019

The following table compares recent comparative rent metrics for the Dania area, Dania's larger submarket, and the County as a whole. Data for the first three quarters of 2018 show that the immediate Dania area comparables have small vacancy rates and asking rents are slightly higher than the overall County. Asking rents range from$1,506 to $1,693 a month.

Table 27: Apartment Performance Metrics, 2013-2019

Comparable Properties Performance*				Submarket Performance*		Metro Performance*	
Year	Quarter	Asking Rent/Unit ($)	Vacancy Rate (%)	Asking Rent/Unit ($)	Vacancy Rate (%)	Asking Rent/Unit ($)	Vacancy Rate (%)
2013	4	$1,301	4.9	$1,230	2.6	$1,200	4.6
2014	4	$1,338	4.4	$1,244	2.7	$1,238	4.5
2015	4	$1,409	2.5	$1,286	2.4	$1,317	4.1
2016	4	$1,518	2.8	$1,413	4.5	$1,377	4.8
2017	4	$1,497	4.3	$1,461	5.5	$1,440	4.8
2017	3	$1,514	4.6	$1,454	6.9	$1,435	4.9
2017	4	$1,497	4.3	$1,461	5.5	$1,440	4.8
2018	1	$1,562	3.9	$1,568	5.2	$1,460	4.6
2018	2	$1,547	3.5	$1,564	5	$1,487	4.6
2018	3	$1,532	3.9	$1,693	9.5	$1,506	5.4

Source: REIS, Inc., 2019

Rent Summary

Based on HUD affordability standards, an asking median monthly rent of $1,532 would require a household income of $61,280; while the median asking rent for all rentals (including single family homes), as report by Trulia ($1,949), would require a household income of $77,960; both of which are significantly higher than Dania's median household income of $49,084.

Based on REIS data, Dania Beach has several apartments/condominiums planned as shown below:

Table 28: Proposed New Apartments, Dania Beach

Property Name	Date As Of	Secondary Type	Street Address	City	Est. Groundbreak Month	Est. Groundbreak Year	Size SF/Units	No. of Buildings	Floors	Status
441 Northeast 2nd Street Apartments	11/13/2018	Apartment	441 NE 2nd St	Dania	6	2019	197			Planned
601 E Dania Beach Blvd Apartments	05/19/2017	Apartment	601 E Dania Beach Blvd	Dania			360	2	14	Planned
801 Dania Beach Boulevard	11/15/2018	Apartment	801 E DANIA BEACH BLVD	DANIA			352			Proposed
Avery Dania Pointe Phase 1	11/08/2018	Apartment	Stirling Rd & S Bryan Rd	Dania	11	2018	264	1	8	Constr.
Avery Dania Pointe Phase 2	09/13/2018	Apartment	Stirling Rd & S Bryan Rd	Dania	9	2019	336	1	8	Planned
Dania Pointe Master Plan Ph 1-Condos	11/08/2018	Condominiums	Stirling Rd & S Bryan Rd	Dania			200	1	8	Planned
Dania Pointe Master Plan Ph 2 -Condos	11/08/2018	Condominiums	Stirling Rd & S Bryan Rd	Dania			200	1	8	Planned
Florida Park	03/16/2017	Apartment	SE 5TH AVE	BEACH			293			Proposed
Parco Mare	10/17/2018	Apartment	480 E DANIA BEACH BLVD	BEACH			237	1	14	Planned
Rd Las Olas	10/10/2017	Apartment	201 South Federal Highway	Dania Beach			352	1		Planned
The Promenade at West Lake	03/05/2018	Subsidized/Low Income	840 W Dania Beach Blvd	Dania			75			Planned
Trion Dania Beach	12/04/2017	Apartment	Federal Highway @ Dania Beach Blvd	Dania Beach			286			Planned
212 Southeast 2nd Avenue Mixed-Use	10/17/2018	Apartment	212 Southeast 2nd Avenue	Dania Beach			341	1	27	Planned

Source: REIS, Inc., 2019

THE DANIA BEACH/BROWARD COUNTY WORKFORCE/ATTAINABLE HOUSING MARKET (SUPPLY)

WORKFORCE HOUSING NEEDS

One of the major issues in defining workforce housing is determining what income group or cohort to use. As previously discussed workforce housing is usually defined as 81 percent to 120 percent or 140 percent AMI. The problem encountered is that HUD defines AMI in terms of "family income" which no longer represents the majority of households in most communities and which is usually considerably higher than the overall median household income. By using HUD's AMI figure, which most, if not all communities do as required by HUD, the affordability issue is understated.

Table 29: Income Limits: State/Federal Assistance

Broward County Median $65,700	Percentage Category				
	30%	50%	80%	120%	140%
	Income Limit by # of Persons in Household				
1	$17,000	$28,300	$45,300	$67,920	$79,240
2	$19,400	$32,350	$51,750	$77,640	$90,580
3	$21,800	$36,400	$58,200	$87,360	$101,920
4	$25,100	$40,400	$64,650	$96,960	$113,120
5	$29,420	$43,650	$69,850	$104,760	$122,220
6	$33,740	$46,900	$75,000	$112,560	$131,320
7	$38,060	$50,100	$80,200	$120,240	$140,280
8	$42,380	$53,350	$85,350	$128,040	$149,380
9	Refer to HUD	$56,560	$90,496	$135,744	$158,368
10	Refer to HUD	$59,792	$95,667	$143,501	$167,418
Rent Limit by # of Bedrooms in Unit					
0	$425	$707	$1,132	$1,698	$1,981
1	$455	$758	$1,213	$1,819	$2,122
2	$546	$910	$1,455	$2,184	$2,548
3	$681	$1,050	$1,681	$2,521	$2,941
4	$843	$1,172	$1,875	$2,814	$3,283
5	$1,005	$1,293	$2,069	$3,103	$3,620

Source: Strategic Planning Group, Inc., 2019.

The other main issue in defining attainable and workforce housing is the difference housing costs between ownership and rental households.

OWNERSHIP

HUD defines attainable as households paying 30 percent or less of their income on housing although in recent years many lending institutions had increased this level to 40 percent as an acceptable cost burden. It is difficult to accurately define affordability for homeowners using this definition for a host of reasons. First, most homeowners tend to maximize their monthly payments (subject to financing) in order to buy the "most" they can afford. This is due to the fact that housing is perceived as a long-term investment as well as a potential tax deduction.

Mortgage originators tend to use the 28/36 rule when qualifying for a loan. Housing expenses should not exceed 28 percent (includes HOA, home insurance and property taxes) as well as not exceeding 36 percent of total gross income which includes housing expenses as well as credit cards and other debt.

Older households, especially those that have recently moved into the area, may perceive the local housing market as a bargain compared to other parts of the county. If they have sold their previous residence for a large profit, they tend to "over invest" by building or purchasing a larger home with more amenities then their previous residence. Some may even have the money to pay cash but choose to take out a mortgage.

The last major problem with ownership affordability is the definition of "income" verses wealth, which is partially addressed above. One major group, senior citizens (65 years old and older) fall into this cohort. In many cases, the elderly have limited income (defined as living at or below the poverty line – see discussion below) yet have sizeable wealth. The relatively new use of reverse mortgages is an attempt to deal with part of this issue.

Finally, those that currently own housing have for the most part reached the "American Dream". A number of issues (demographics, ethnicity, tighter credit controls, future job changes, changing beliefs about housing being a good investment, etc.) have a significant percentage of households seeking rental housing.

Renter Households

Renter households are a good indicator of affordability. For most Americans, the ultimate "dream" is homeowner; therefore if all could "afford" and qualify for ownership, the rental market would be expected to be limited. Traditionally, the main reasons for rental housing are recent migration to the area, new household formation usually caused by separation or divorce, and new younger aged households (couples or unrelated individuals). However, due to a host of financial reasons including high priced housing, many households cannot "afford" ownership. These factors include: lack of income, lack of credit, and/or insufficient down payment.

Defining the Workforce Housing Gap

This section describes the methodology used to define the workforce housing needs within Broward County. This first component of SPG workforce housing methodology is the relationship between job growth and population growth in order to calculate household income by income range.

Relationship Between Job Growth And Population Growth

The social issue driving this analysis has been the growth in moderate-income households. Growth in Broward County/Dania Beach is driven by both new employment in and adjacent to the county and city as well as retirement. New job growth is based on the foundation of existing residents. Most non-retirement type people coming to the area would not come if they could not expect to find employment. Those born in the local area would not stay without jobs. Simply

stated, if a region of the country does not maintain job growth, there will be out-migration to regions where job growth is occurring. While employment generation is important to the growth of Broward County and Dania Beach, the region is attractive to retirees and foreigners.

The methodology developed by Strategic Planning Group, Inc. comprises several analytical steps:

DEMAND

The analysis is comprised of several steps used to convert new employment into households and income categories to determine gaps in housing affordability at different income levels.

A housing affordability calculation for Dania Beach based upon HUD defined income categories ranging from low to moderate income was utilized to determine rent and mortgage/home prices supportable for each income category. Major assumptions in this calculation are a down payment of 20 percent, cost burden of 30 percent, taxes and insurance of 15 percent, utilities costs at 20 percent, and a mortgage interest rate of 4.25[22] percent.

DANIA BEACH HOUSING AFFORDABILITY

Dania Beach is one of Broward County's moderately priced cities. As shown earlier, Dania Beach's median family income was estimated to be $47,654 in 2017, with median household income of $42,936 and nonfamily median income of $36,695.

Table 30: Dania Beach Median Income, 2017

Subject	Dania Beach			
	Households	Families	Married-couple families	Nonfamily households
	Estimate	Estimate	Estimate	Estimate
Median income (dollars)	$42,936	$47,654	$62,229	$36,695
Mean income (dollars)	$57,142	$64,472	N	$43,204

Source: US Census American Community Survey 2013-2017, 2018

Using Dania Beach's 2017 median family household income ($47,654) and inflating it by 1.03 percent for the year[23], a family could afford to pay $1,104 for rent or afford a home priced $265,000. A median income family would not be able afford a Dania Beach median priced single family ($292,500[24]) home but should be able to afford a condominium/townhouse ($167,000)[25].

[22] www. Bankrate.com, February 15, 2017
[23] https://www.bls.gov/data/inflation_calculator.htm
[24] Dania Beach MLS data for December 2018
[25] ibid

Table 31: Dania Beach Housing Affordability, 2018 (Median Family Income)

Affordability Calculator: Dania Beach							
Dania Beach Median Family Household Income 2018: $49,084							
Downpayment	20%		Utilities	10%			
Cost Burden	30%		Tax & Ins	15%			
Interest Rate	4.25%		Other Debt	0%			
Income Category	Median Income (%)	Household Income	Monthly Rent	Monthly Payment	Payment - Tax & Ins	Amt of Mortgage	Home Price
Low	80%	$39,267	$884	$982	$834	$169,620	$212,025
Median	100%	$49,084	$1,104	$1,227	$1,043	$212,025	$265,031
Moderate	120%	$58,901	$1,325	$1,473	$1,252	$254,430	$318,037

Source: Strategic Planning Group, Inc.

If one uses the more conservative median household income ($44,224)[26]; a Dania Beach median income household can afford $940 for rent or a maximum of $202,971 for a single family home. The median MLS single family sale price was $292,500 in 2018 for a home and therefore unaffordable to a median income household, but they could afford the median price for a condo/townhouse ($167,000).

Table 32: Dania Beach Housing Affordability, 2018 (Median Household Income)

Affordability Calculator: Dania Beach							
Dania Beach Median Household Income 2018: ($43,966 2017)							
Downpayment	20%		Utilities	10%			
Cost Burden	30%		Tax & Ins	15%			
Interest Rate	4.25%		Other Debt	0%			
Income Category	Median ncome (%	Household Income	Monthly Rent	Monthly Payment	Payment - Tax & Ins	Amt of Mortgage	Home Price
Low	80%	$35,379	$752	$884	$752	$152,825	$191,031
Median	100%	$44,224	$940	$940	$799	$162,377	$202,971
Moderate	120%	$53,069	$1,128	$1,128	$959	$194,852	$243,565

Source: Strategic Planning Group, Inc., 2019

Using a more realistic calculation which reduces the down payment to 10 percent indicates that even at 140 percent of the City's AMI, a household cannot afford the current median rent $1,949 rent, but could afford a $310,000 single family home.

[26] 2013-2017 ACS inflated by 1.03 to obtain 2018 estimate

Table 33: Housing Affordability of Median Income Worker Households-Dania Beach, FL

Downpayment	10%	**Utilities**	10%
Cost Burden	30%	**Taxes, Ins.**	15%
Interest Rate	4.25%		

% Median Income	Family Income	Monthly Rent	Monthly Payment	Payment Less Taxes & Insurance	Amt of Mortgage	Home Price
60%	$29,450	$663	$736	$626	$127,215	$141,350
70%	$34,359	$773	$859	$730	$148,417	$164,908
80%	$39,267	$884	$982	$834	$169,620	$188,467
90%	$44,176	$994	$1,104	$939	$190,822	$212,025
100%	$49,084	$1,104	$1,227	$1,043	$212,025	$235,583
110%	$53,992	$1,215	$1,350	$1,147	$233,227	$259,142
120%	$58,901	$1,325	$1,473	$1,252	$254,430	$282,700
130%	$63,809	$1,436	$1,595	$1,356	$275,632	$306,258
140%	$68,718	$1,546	$1,718	$1,460	$296,835	$329,816

Source: Strategic Planning Group, Inc., 2019

As previously discussed and shown below, Dania Beach's median family income of $49,084 with good credit should be able to afford a $235,583 home based on 20 percent down payment, a limit of 30 percent of income spent on housing, an interest rate of 4.25 percent and good credit.

Using a more conservative approach, using Dania Beach's median income household $44,224, the household can afford a $212,257 home with a 10 percent down payment, which represents 73 percent of Dania Beach's median single family sale price ($292,500).

Table 34: Housing Affordability of Worker Households-Dania Beach, FL

Downpayment	10%	**Utilities**	10%
Cost Burden	30%	**Taxes, Ins.**	15%
Interest Rate	4.25%		

% Median Income	Household Income	Monthly Rent	Monthly Payment	Payment Less Taxes & Insurance	Amt of Mortgage	Home Price
60%	$26,534	$597	$663	$564	$114,619	$127,354
70%	$30,957	$697	$774	$658	$133,722	$148,580
80%	$35,379	$796	$884	$752	$152,825	$169,806
90%	$39,802	$896	$995	$846	$171,928	$191,031
100%	$44,224	$995	$1,106	$940	$191,031	$212,257
110%	$48,646	$1,095	$1,216	$1,034	$210,135	$233,483
120%	$53,069	$1,194	$1,327	$1,128	$229,238	$254,709
130%	$57,491	$1,294	$1,437	$1,222	$248,341	$275,934
140%	$61,914	$1,393	$1,548	$1,316	$267,444	$297,160

While existing median sale prices for single family homes are out of reach for median income households, approximately 17 percent of the homes sold in 2018 and 68 percent of the condominiums were attainable to median income households.

At 80 percent of median household income, Dania Beach home buyers could afford 37 percent of the Condo/Townhouse sales based on MLS data.

Table 35: Dania Beach Townhouse/Cond Sales, 2018

DANIA BEACH ACTIVE AND SOLD BY PRICE CLASS Jan-Dec 2018			
Price Class	**Single Family**	**Condo**	**Total**
$29,999 or under	1	0	1
$30,000 -$39,999	0	0	0
$40,000 -$49,999	0	0	0
$50,000 -$59,999	0	0	0
$60,000 $-69,999	1	0	1
$70,000 -$79,999	0	6	6
$80,000 -$89,999	0	4	4
$90,000 -$99,999	1	10	11
$100,000 -$119,999	1	20	21
$120,000 -$139,999	3	15	18
$140,000 -$159,999	2	26	28
$160,000 -$179,999	6	40	46
$180,000 -$199,999	10	30	40
$200,000 -$249,999	29	76	105
$250,000 -$299,999	43	27	70
$300,000 -$399,999	60	9	69
$400,000 -$499,999	34	1	35
$500,000 -$599,999	15	1	16
$600,000 -$699,999	10	0	10
$700,000 -$799,999	3	0	3
$800,000 -899,999	3	0	3
$900,000 -$999,999	3	0	3
Over $1,000,000-	4	0	4
TOTALS	**229**	**265**	**494**

MLS of the Realtors of the Palm Beaches and Greater Fort Lauderdale; Mink & Mink Licensed Real Estate Broker, 2019

In analyzing affordability, it must be remembered the household income is not typically the same thing as wage income. Today, most households represent two or more wage earners.

Identifying Existing Occupations and Wages

During this step SPG collected data from the Florida Department of Labor, U.S. Department of Labor as well as the City on occupational employment and wages for Dania Beach. These jobs were then identified on a per capita basis in order to translate the type of occupations created by an increase in future population growth in the City.

ADJUSTMENT FROM EMPLOYEES TO EMPLOYEE HOUSEHOLDS

This step recognizes that there is, on average, more than one worker per household. Broward County and City of Dania Beach wage data was analyzed. As mentioned, a single wage earner does not represent the typical household. Therefore, SPG for purposes of comparison combined several job categories into two wage earner families to show the impact that more than one wage earner has on affordability. Selected household wage configurations are shown in Table 36.

Table 36: County Wage Levels for Selected Occupations, 2017

Occupational Code	Title	2017 Employment	Hourly Wage (2017 wage estimates in dollars) Mean	Median	Entry**	Exp***
43-4031	Court, Municipal, and License Clerks	760	18.14	17.26	13.41	20.50
21-1021	Child, Family, and School Social Workers	920	22.89	21.05	14.93	26.88
21-1099	Community and Social Service Specialists, All Other	1,210	20.68	17.82	13.51	24.27
31-9091	Dental Assistants	1,880	18.70	17.86	14.09	21.00
25-2011	Preschool Teachers, Except Special Education	1,920	15.05	13.25	9.79	17.67
21-1012	Educational, Guidance, School, and Vocational Counselors	2,030	19.07	11.41	8.90	24.16
33-2011	Firefighters	2,160	31.65	32.01	22.70	36.12
49-3011	Aircraft Mechanics and Service Technicians	2,490	26.19	26.15	14.46	32.05
29-2061	Licensed Practical and Licensed Vocational Nurses	3,050	22.13	22.18	17.73	24.34
31-1011	Home Health Aides	3,290	11.17	10.52	8.76	12.37
43-6011	Executive Secretaries and Executive Administrative Assistants	3,320	25.27	24.86	17.26	29.27
25-3098	Substitute Teachers	3,340	15.10	15.56	12.06	16.62
13-1071	Human Resources Specialists	3,580	30.85	27.68	18.81	36.87
47-2111	Electricians	4,100	22.76	20.02	14.94	26.67
15-1151	Computer User Support Specialists	4,120	22.22	20.44	13.91	26.37
33-3051	Police and Sheriff's Patrol Officers	4,290	35.54	36.67	25.49	40.56
51-2098	Assemblers and fabricators, all other, including team assemblers	4,410	14.34	13.63	9.83	16.60
15-1132	Software Developers, Applications	4,430	43.26	41.94	27.72	51.02
35-2021	Food Preparation Workers	5,320	11.60	10.67	8.96	12.92
53-7064	Packers and Packagers, Hand	5,350	11.15	10.06	9.04	12.20
53-3033	Light Truck or Delivery Services Drivers	5,490	16.75	14.95	10.43	19.90
31-9092	Medical Assistants	5,510	16.59	16.29	13.00	18.39
53-3032	Heavy and Tractor-Trailer Truck Drivers	5,640	20.65	19.54	14.66	23.65
31-1014	Nursing Assistants	5,790	12.31	11.90	10.13	13.40
41-9041	Telemarketers	6,100	11.29	10.78	9.49	12.19
25-2021	Elementary School Teachers, Except Special Education	7,220	51,669.00 *	49,546.00 *	39,151.00 *	57,928.00 *
41-1011	First-Line Supervisors of Retail Sales Workers	8,030	22.64	19.29	14.09	26.92
43-4171	Receptionists and Information Clerks	8,040	14.74	13.78	11.01	16.60
49-9071	Maintenance and Repair Workers, General	8,700	17.49	16.46	12.50	19.99
35-2014	Cooks, Restaurant	8,740	13.59	13.03	10.61	15.07
43-3031	Bookkeeping, Accounting, and Auditing Clerks	9,740	19.92	19.00	13.70	23.03
43-1011	First-Line Supervisors of Office and Administrative Support Worke	10,310	27.22	25.57	17.23	32.22
33-9032	Security Guards	10,620	12.64	11.62	10.03	13.95
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	13,020	27.35	22.35	12.49	34.78
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	13,560	13.67	11.79	9.25	15.88
43-5081	Stock Clerks and Order Fillers	14,890	13.00	11.86	9.92	14.54
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical,	15,550	16.92	16.26	11.27	19.74
29-1141	Registered Nurses	15,950	33.18	32.69	25.54	37.00
35-3031	Waiters and Waitresses	16,820	12.93	9.41	8.79	15.01
43-9061	Office Clerks, General	18,300	15.38	14.32	9.76	18.19
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	21,940	9.73	9.22	8.90	10.15
41-2011	Cashiers	24,360	10.25	9.45	8.80	10.98
43-4051	Customer Service Representatives	27,450	15.78	14.57	10.48	18.44
41-2031	Retail Salespersons	32,860	12.56	10.40	8.83	14.42

* Annual Wage.

** Entry Wage - This is the wage an entry-level worker might expect to make. It is defined as the average (mean) wage earned by the lowest third of all workers in a given occupation.

*** Experienced Wage - This wage represents what an experienced worker might expect to make. It is defined as the average (mean) wage earned by the upper two-thirds of all workers in a given occupation.

Wages based on 2nd qtr 2017 survey.

Table 37 illustrates the impact of two wage earners on overall household income. Based on census data, slightly over 41 percent of Dania Beach households have two or more wage earners. Furthermore, women's median income is only 63-80 percent of male median income.

Table 37: Selected Employees Broward County Household Wage Configurations

1 Worker Households		2-Worker Households	
Occupation	Avg. Wage/Yr.	Occupation	Avg. Wage/Yr.
Cashier	$19,600	Retail/Retail	$39,200
Retail Sales	$21,600	Electrician/Retail Sales	$53,400
Office Clerks	$29,800	Community Health Worker/Laborer	$60,100
Secretary	$33,800	Office Clerk/Retail Sales	$63,600
Electrician	$41,600	Firefighter/Secretary	$100,400
Teacher	$49,500	Civil Engineer/Teacher	$122,500
Fire Fighter	$66,600		
Registered Nurse	$68,000		
Police Officer	$70,000		
Civil Engineer	$72,966		

Source: Florida Department of Economic Opportunity, 2019

Rental Housing Affordability

The Fair Market Rents established by the Department of HUD were used for Broward County to determine the number of worker households that could afford a typical two- or three-bedroom rental unit. The analysis also shows the impact in terms of households using a 30 percent cost burden criteria to determine the maximum rental rates attainable to a particular household. The Fair Market Rents for the market are shown by bedroom mix in Table 38.

The Federal Department of Housing and Urban Development (HUD) calculates Fair Market Rents for areas through the United States. HUD and the State of Florida use these FMRs to determine affordability. Table 38 shows HUD's both Broward County and Dania Beach's FMRs by bedroom type.

Table 38: HUD 2019 Fair Market Rents

HUD 2019 FAIR MARKET RENTS	Efficiency	One Bedroom	Two Bedroom	Three Bedroom	Four Bedroom
Metro Area	$950	$1,135	$1,444	$2,088	$2,536
Zip Code 33004	$930	$1,120	$1,420	$2,050	$2,490
33312	$930	$1,110	$1,410	$2,040	$2,480
33314	$940	$1,120	$1,430	$2,070	$2,510
33316	$820	$980	$1,250	$1,810	$2,200

Source: www.huduser.gov, 2019

OWNERSHIP HOUSING SUPPLY

In evaluating the supply of ownership housing within Broward County/Dania Beach property sales and listings from MLS data was used. MLS data in general does not include all residential home sales for a given period. Some properties may be listed by an alternative service, never listed, and sold by owner and not listed. In general, total MLS listings represent between 60 to 80 percent of the total real estate transactions in any given market.

Dania Beach MLS residential sales for 2018 showed that only 17 percent of single family sales exceeded $500,000. While this exceeds the affordability of median income households, the City had 36 percent of its single family and condo/townhouse sales for $200,000 or less.

Table 39: Broward/Dania Beach MLS 2018 Sales

DANIA BEACH ACTIVE AND SOLD BY PRICE CLASS Jan-Dec 2018

Price Class	Single Family	%	Condo	%	Total	%
$29,999 or under	1	0.44%	0	0.00%	1	0.20%
$30,000 -$39,999	0	0.00%	0	0.00%	0	0.00%
$40,000 -$49,999	0	0.00%	0	0.00%	0	0.00%
$50,000 -$59,999	0	0.00%	0	0.00%	0	0.00%
$60,000 $-69,999	1	0.44%	0	0.00%	1	0.20%
$70,000 -$79,999	0	0.00%	6	2.26%	6	1.21%
$80,000 -$89,999	0	0.00%	4	1.51%	4	0.81%
$90,000 -$99,999	1	0.44%	10	3.77%	11	2.23%
$100,000 -$119,999	1	0.44%	20	7.55%	21	4.25%
$120,000 -$139,999	3	1.31%	15	5.66%	18	3.64%
$140,000 -$159,999	2	0.87%	26	9.81%	28	5.67%
$160,000 -$179,999	6	2.62%	40	15.09%	46	9.31%
$180,000 -$199,999	10	4.37%	30	11.32%	40	8.10%
$200,000 -$249,999	29	12.66%	76	28.68%	105	21.26%
$250,000 -$299,999	43	18.78%	27	10.19%	70	14.17%
$300,000 -$399,999	60	26.20%	9	3.40%	69	13.97%
$400,000 -$499,999	34	14.85%	1	0.38%	35	7.09%
$500,000 -$599,999	15	6.55%	1	0.38%	16	3.24%
$600,000 -$699,999	10	4.37%	0	0.00%	10	2.02%
$700,000 -$799,999	3	1.31%	0	0.00%	3	0.61%
$800,000 -899,999	3	1.31%	0	0.00%	3	0.61%
$900,000 -$999,999	3	1.31%	0	0.00%	3	0.61%
Over $1,000,000-	4	1.75%	0	0.00%	4	0.81%
TOTALS	**229**	**100%**	**265**	**100%**	**494**	**100%**

Source: MLS of the Realtors of the Palm Beaches and Greater Fl. Lauderdale; Mink and Mink Licensed Real Estate Broker, 2019

GAP ANALYSIS

Based on ACS data, 42.6 percent of owner occupied households in Dania Beach spend over 30 percent of their income on housing (34 percent spend 35 percent or more). Approximately 52 percent of renter households in Dania Beach spend over 30 percent for housing (43.5 percent spend over 35 percent or more).

The ACS reported that the median ownership monthly cost was $1,150 in 2017, while gross monthly median rent was $1,224. REIS reports a median asking apartment rent of $1,612. Households earning 80 percent of the City's median income can afford to pay $773[27] monthly for rent or afford an $185,500 townhouse/condominium. A 2018 median income household ($44,244[28]) can afford a monthly rental of approximately $995[29] or can afford a $238,800 priced home. As reported by the Census, MLS and REIS data, there is currently a significant workforce housing GAP. The primary affordability GAP occurs at below 130 percent ($55,800) of household income.

Linkage Fee Nexus

Linkage fees are a means for local government to collect monies to help support affordable/workforce housing. These fees, collected from market rate residential development and non-residential development, are placed in a trust fund to provide for the construction and maintenance of affordable residential units.

Under Florida law, there must be a rational relationship between the linkage/mitigation fee imposed and the impact of new construction on the need for affordable/workforce housing

Figure 16: Why Linkage Fees

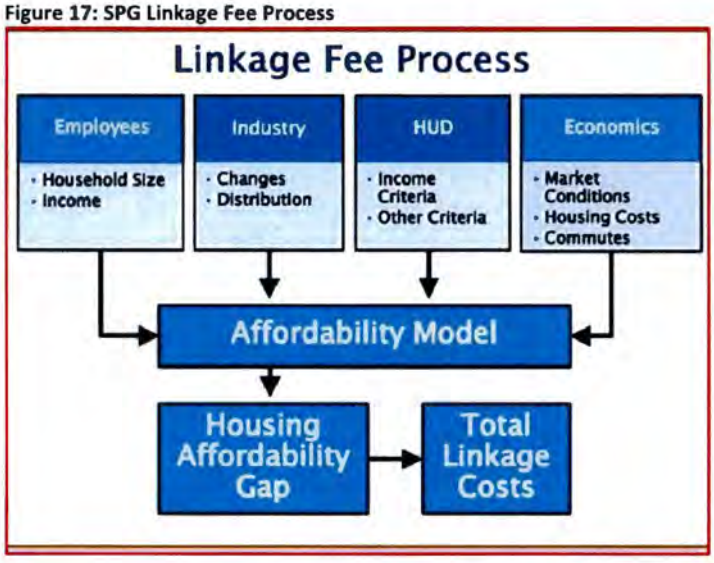
[27] Does not include utilities
[28] ACS median of 42,936 inflated by 1.03%
[29] ibid

Local governments must determine the need new market rate residential and non-residential developments create for housing that is affordable to the workforce, as a legal basis for establishing a workforce housing mitigation program.

A Nexus study provides the required information for the workforce housing need created by new developments and provides statistical support for the fee calculation. The fee is typically calculated on a square foot basis or a per unit basis for residential.

The following diagram illustrates SPG Linkage Fee methodology.

Figure 17: SPG Linkage Fee Process



As discussed earlier, only 5.4 percent of Dania Beach resident workers actually worked within the City in 2015, a reduction from 7.4 percent in 2002[30]. Based on 2015 Census data[31], 13,510 employees worked within the City but resided elsewhere. To analyze the linkage between salaries and housing, SPG conducted a Nexus study using Broward 2018 wage data and translated wage to household income.

This section presents a summary of the analysis of the linkage between four types of workplace uses and the estimated number of worker households in the income categories that will, on average, be employed.

Analysis Approach and Framework

The microanalysis is used to examine the employment associated with the development of 100,000 square foot building modules. Through a series of linkage steps, the number of employees is converted to households and housing units by affordability level. The findings are

[30] Census "OntheMap" 2015 (latest)
[31] ibid

expressed in terms of numbers of households related to building area. In the final step, the numbers of households are converted back to the per-square-foot level.

The building types or land-use activities addressed in the analysis include industrial, commercial (including retail and other services), office and hotel. The income category addressed in the analysis, as defined by HUD, is Moderate Income (60% to 120% of median income).

Analysis Steps

The linkage analysis is comprised of several steps used to convert new employment into household and income categories to determine gaps in housing affordability at different income levels. The following is a description of each step of the analysis.

Step 1 – Estimate of Total Employees

Table 40 identifies the total number of direct employees who will work at or in the building type being analyzed. Employment density factors are used to make the conversion. The density factors used in this analysis are as follows:

- Office - 200 square feet per employee. Average office density has been decreasing from 275 square feet lower per employee to 200 square feet and depending on the character of the office activity (i.e., corporate headquarters versus back office).
    - Office includes the following NAICS industries: 51-55 and 62

- Commercial - 400 square feet per employee. This designation covers a wide range of land uses from restaurants and banks to other forms of retail outlets. The average number of employees per type of use also ranges broadly from a low employee count for discount stores to a high number of employees for a sit-down restaurant.
    - Commercial includes the following NAICS industries: 44-45 and 81

- Industrial - 500 square feet per employee. Industrial land uses include manufacturing, warehouses and industrial parks. Typically, industrial uses have the lowest employee count per square foot of building area.
    - Industrial includes the following NAICS industries: 31-33, 42,56, and 48-49

    - Hotel – 500 square feet per employee or one employee per room in a 500 square foot hotel room. This rate covers a cross section of hotel types from lower-service hotels where rooms may be smaller than 500 square feet to higher-service convention hotels where average room size (inclusive of the meeting space, etc.) is larger, but the number of employees per room is higher.
        - Hotel includes NAICS 72

    - Extended /Limited Service Hotel 8,000 square feet per employee. Extended stay lodging is a subsector of hotels, but operates more as an apartment complex offering lodging services. Typically, this type of operation has only four to five full

time equivalent employees. The extended stay facility does not offer any food or beverage services. The typical studio-unit size ranges from 300 to 350 square feet.

- Hotel includes NAICS 72

All density factors are averages and individual uses can be expected to be fairly divergent from the average occasionally. For ease of analysis and comparison purposes, this analysis is based on prototype buildings of 100,000 square feet in size. This size of building has been used in order to count jobs and housing units in whole numbers that can be readily understood. At the conclusion of the analysis, the findings are divided by building size to express the linkages per square foot, which are very small fractions of housing units.

Table 40: Estimate of Total New Employees in Prototype Building, 100,000 Sq. Ft.

	Industrial	Commercial	Office	Hotel	Limited Service Lodging
Employees/1,000 SF	2	2.5	4.5	2	0.125
Space per Employee	500	400	200	500	8,000
Employees per Prototype	200	250	450	200	12.5

Note: All density factors are averages and individual uses can be expected to be fairly divergent

Source: ITE and Strategic Planning Group, Inc., 2019

Based on the density factors outlined above, the number of employees in the prototype 100,000 square foot building is as follows: office will house 450 employees, commercial 250 employees, industrial 200 employees, hotel 200 employees and limited service hotel 12.5 employees.

Step 2 – Adjustment for Changing Industries

This step is an adjustment to take into account any declines, changes and shifts within all sectors of the economy and to recognize that new space is not 100 percent equivalent to net new employees. For this analysis, a 5 percent adjustment is utilized to recognize the possibility of future declines and other adjustments (Table 41).

Table 41: Estimate of Employees after Adjustment

	Industrial	Commercial	Office	Hotel	Extended Stay Lodging
Number of Employees	200	250	450	200	12.5
Adjustment Factor	10	13	23	10	1
Employees after Adjustment	190	238	428	190	12

Note: This adjustment is to take into account any declines, changes and shifts within all sectors of the economy and to recognize that new space is not 100% equivalent to net new employees.

Source: Strategic Planning Group, Inc., 2019

Step 3 – Industry Distribution of Employees

The distribution of employees is the first step in arriving at household income levels. The industry groupings were developed from the Quarterly Census of Employment and Wages (QCEW), also known as the ES-202 (Table 42).

- Industrial land uses were adjusted to reflect the types of industry classifications associated with this type of land use. These industries represent the workers associated with all types of manufacturing activities, the wholesale trade sector, the administration and support of waste management and remediation services, as well as the transportation and warehousing of products. Wholesale Trade represents 29 percent of this sector; a major user of industrial space.

- Commercial land uses represent a very broad group of categories, primarily led by the retail trade comprising 78.2 percent of all uses. Also included in this land use category are other services which represent 21.8 percent.

- Office building "industrial" mix was adjusted to reflect the types of activities attracted to office space workers in the Dania Beach and Broward County areas. These industries represent a broad mix of professional service activities, including architecture and engineering, computer and mathematical, legal, management, business and financial operations, healthcare, and sales. The category also includes finance, insurance, and real estate-type activities. Healthcare-related activities represent 47.5 percent of this sector, while finance, insurance and real estate represent 14.8 percent and professional, scientific and technical services represent 21.6 percent.

- Hotel land use includes full service and limited service hotel accommodations with and without food services. Limited service or extended stay hotels have a minimum of employees.

Table 42: Industrial Distribution of Employees in Broward County by Land Use Category

Industry Title	NAICS Code	Total Wages	Employment	Wage
Total, All Industries	10	$10,497,915,236	808,782	$12,980
Office				
Information	51	$433,106,303	18,545	$23,354
Finance and Insurance	52	$727,789,297	36,383	$20,003
Real Estate and Rental and Leasing	53	$282,254,634	20,700	$13,635
Professional, Scientific and Tech Services	54	$1,026,006,824	53,598	$19,143
Management of Companies and Enterprises	55	$194,182,032	8,230	$23,595
Health Care and Social Assistance	62	$1,514,206,878	110,148	$13,747
		$4,177,545,968	247,604	$16,872
Hotel				
Accommodation and Food Services	72	$507,593,694	86,320	$5,880
Industrial				
Manufacturing	31-33	$382,229,722	27,494	$13,902
Wholesale Trade	42	$983,431,792	43,347	$22,687
Admin & Support & Waste Mgnt. & Remedia	56	$787,052,295	76,122	$10,339
Transportation and Warehousing	48-49	$469,712,155	31,367	$14,975
		$2,622,425,964	178,330	$14,705
Commercial				
Retail Trade	44-45	$904,251,888	108,742	$8,316
Other Services (Except Public Administration	81	$262,688,524	30,083	$8,732
		$1,166,940,412	138,825	$8,406

Source: QCEW (ES202) 2018

Source: Strategic Planning Group, Inc., 2019

In this step, employment is translated to income based on Broward County wage and salary information for each building type. The wage and salary information provide the income inputs to the Attainable Housing Model. Workers identified in the earlier steps as being wholesale/retail warehouse workers versus workers in a retail establishment or office workers are analyzed separately.

Step 4 – Adjustment from Employees to Employee Households

This step (Tables 43) converts the number of employees to the number of employee households by land-use type that will work in the building type being analyzed. This step recognizes that there is, on average, more than one worker per household; thus, the number of housing units in demand for new workers must be reduced. The workers/worker-household ratio has eliminated from the equation all non-working households, such as retired persons, students, and those on public assistance. This step in the analysis calculates the number of employee households for each size of household based on the number of employed members of the.

Step 5 – Estimates of Employee Households Meeting the Lower Income Definitions

In this step, the analysis calculates the number of employee households that fall into each income category for each size household. Individual employee by industry sector was used to calculate the number of households that fall into these income categories by assuming that

multiple-earner households are, on average, formed of individuals falling within the same income categories.

Table 43: Adjustment from Employee to Employee Households - Industrial
Manufacturing (NAICS 31-33)

Occupation title (click on the occupation title to view its profile)	Employment	Percent of total employment	Median hourly wage	Median Annual	Household Income Factor	Estimate Household Income	Income Category
All Occupations	**29**	**100.00%**	**$19.36**	**$40,269**	**1.4**	**$56,376**	**Mod**
Food Preparation and Serving Related Occupations	0	0.51%	$11.12	$23,130	1.2	$27,756	VL
Personal Care and Service Occupations	0	0.02%	$11.74	$24,419	1.2	$29,303	VL
Building and Grounds Cleaning and Maintenance Occupations	0	0.52%	$13.16	$27,373	1.2	$32,847	VL
Farming, Fishing, and Forestry Occupations	0	0.26%	$13.26	$27,581	1.2	$33,097	VL
Transportation and Material Moving Occupations	2	7.87%	$15.31	$31,845	1.4	$44,583	L
Production Occupations	15	51.33%	$16.92	$35,194	1.4	$49,271	L
Protective Service Occupations	0	0.11%	$17.74	$36,899	1.4	$51,659	L
Office and Administrative Support Occupations	3	9.02%	$18.12	$37,690	1.4	$52,765	L
Healthcare Support Occupations	0	0.01%	$19.37	$40,290	1.4	$56,405	Mod
Construction and Extraction Occupations	0	1.55%	$22.75	$47,320	1.4	$66,248	Work
Arts, Design, Entertainment, Sports, and Media Occupations	0	0.70%	$23.45	$48,776	1.4	$68,286	Work
Installation, Maintenance, and Repair Occupations	1	5.07%	$23.91	$49,733	1.4	$69,626	Work
Education, Training, and Library Occupations	0	0.01%	$25.79	$53,643	1.4	$75,100	Work
Community and Social Service Occupations	0	-7	$26.12	$54,330	1.4	$76,061	Work
Sales and Related Occupations	1	3.28%	$26.96	$56,077	1.4	$78,508	Work
Life, Physical, and Social Science Occupations	0	0.98%	$29.55	$61,464	1.4	$86,050	Above
Healthcare Practitioners and Technical Occupations	0	0.21%	$32.08	$66,726	1.4	$93,417	Above
Business and Financial Operations Occupations	1	3.94%	$33.07	$68,786	1.8	$123,814	Above
Architecture and Engineering Occupations	2	6.53%	$38.10	$79,248	1.8	$142,646	Above
Computer and Mathematical Occupations	1	2.38%	$45.36	$94,349	1.8	$169,828	Above
Management Occupations	2	5.64%	$56.13	$116,750	1.8	$210,151	Above
Legal Occupations	0	0.06%	$65.59	$136,427	1.8	$245,569	Above

Table 44: Wholesale Trade (NAICS 42)

Occupation title (click on the occupation title to view its profile)	Employment	Percent of total employment	Median hourly wage	Median Annual Wage	Household Income Factor	Estimate Household Income	Income Category
All Occupations	**46**	**100.00%**	**$20.63**	**$42,910**	**1.4**	**$60,075**	**Mod**
Food Preparation and Serving Related Occupations	0	0.14%	$11.07	$23,026	1	$23,026	VL 50
Farming, Fishing, and Forestry Occupations	0	0.76%	$12.11	$25,189	1	$25,189	VL 50
Personal Care and Service Occupations	0	0.03%	$12.32	$25,626	1	$25,626	VL 50
Building and Grounds Cleaning and Maintenance Occupations	0	0.46%	$13.09	$27,227	1	$27,227	VL 50
Protective Service Occupations	0	0.07%	$13.86	$28,829	1.2	$34,595	VL 60
Healthcare Support Occupations	0	0.03%	$15.51	$32,261	1.2	$38,713	VL 60
Transportation and Material Moving Occupations	9	20.25%	$15.62	$32,490	1.2	$38,988	VL 60
Production Occupations	3	5.47%	$15.75	$32,760	1.2	$39,312	VL 60
Office and Administrative Support Occupations	10	22.36%	$17.06	$35,485	1.4	$49,679	L
Arts, Design, Entertainment, Sports, and Media Occupations	1	1.26%	$19.05	$39,624	1.4	$55,474	Mod
Construction and Extraction Occupations	0	0.45%	$21.03	$43,742	1.4	$61,239	Mod
Installation, Maintenance, and Repair Occupations	3	6.57%	$21.94	$45,635	1.4	$63,889	Mod
Healthcare Practitioners and Technical Occupations	0	0.47%	$24.51	$50,981	1.4	$71,373	Work
Education, Training, and Library Occupations	0	0.01%	$25.91	$53,893	1.4	$75,450	Work
Sales and Related Occupations	11	24.80%	$27.05	$56,264	1.2	$67,517	Work
Community and Social Service Occupations	0	0.01%	$28.58	$59,446	1.4	$83,225	Above
Life, Physical, and Social Science Occupations	0	0.25%	$30.31	$63,045	1.8	$113,481	Above
Business and Financial Operations Occupations	2	5.07%	$30.51	$63,461	1.8	$114,229	Above
Computer and Mathematical Occupations	1	3.00%	$37.85	$78,728	1.8	$141,710	Above
Architecture and Engineering Occupations	1	1.09%	$38.09	$79,227	1.8	$142,609	Above
Legal Occupations	0	0.07%	$46.32	$96,346	1.8	$173,422	Above
Management Occupations	3	7.36%	$54.60	$113,568	1.8	$204,422	Above

Table 45: Administration and Waste Services (NAICS 56)

Occupation title (click on the occupation title to view its profile)	Employment	Percent of total employment	Median hourly wage	Average Annual Household	Household Income Factor	Estimate Household Income	Income Category
All Occupations	**33**	**100.00%**	**$14.28**	**$29,702**	**1.4**	**$41,583**	**L**
Personal Care and Service Occupations	0	0.95%	$11.22	$23,338	1.2	$28,005	VL 50
Food Preparation and Serving Related Occupations	0	1.11%	$11.44	$23,795	1.2	$28,554	VL 50
Production Occupations	3	8.93%	$12.14	$25,251	1.2	$30,301	VL 50
Farming, Fishing, and Forestry Occupations	0	0.17%	$12.19	$25,355	1.2	$30,426	VL 50
Transportation and Material Moving Occupations	4	12.60%	$12.23	$25,438	1.2	$30,526	VL 50
Building and Grounds Cleaning and Maintenance Occupations	7	20.97%	$12.25	$25,480	1.2	$30,576	VL 50
Protective Service Occupations	3	8.85%	$12.55	$26,104	1.2	$31,325	VL 50
Education, Training, and Library Occupations	0	0.84%	$12.90	$26,832	1.2	$32,198	VL 50
Healthcare Support Occupations	0	1.12%	$13.70	$28,496	1.2	$34,195	VL60
Office and Administrative Support Occupations	7	20.31%	$15.06	$31,325	1.4	$43,855	L
Sales and Related Occupations	2	5.45%	$15.27	$31,762	1.4	$44,466	L
Construction and Extraction Occupations	1	2.61%	$17.99	$37,419	1.4	$52,387	L
Installation, Maintenance, and Repair Occupations	1	2.67%	$20.07	$41,746	1.4	$58,444	mod
Community and Social Service Occupations	0	0.20%	$20.18	$41,974	1.4	$58,764	mod
Arts, Design, Entertainment, Sports, and Media Occupations	0	0.59%	$24.23	$50,398	1.4	$70,558	Work
Life, Physical, and Social Science Occupations	0	0.33%	$27.61	$57,429	1.4	$80,400	Above
Healthcare Practitioners and Technical Occupations	1	1.66%	$28.06	$58,365	1.4	$81,711	Above
Business and Financial Operations Occupations	1	4.07%	$28.98	$60,278	1.4	$84,390	Above
Legal Occupations	0	0.25%	$31.67	$65,874	1.8	$118,572	Above
Architecture and Engineering Occupations	0	0.83%	$35.75	$74,360	1.8	$133,848	Above
Computer and Mathematical Occupations	1	2.38%	$36.77	$76,482	1.8	$137,667	Above
Management Occupations	1	3.12%	$47.58	$98,966	1.8	$178,140	Above

Table 46: Transportation and Warehousing (NAICS 48-49)

Occupation title (click on the occupation title to view its profile)	Employment	Percent of total employment	Median hourly wage	Average Median Wage	Household Income Factor	Estimate Household Income	Income Category
All Occupations	**33**	**100.00%**	**$19.69**	**$40,955**	**1.4**	**$57,337**	**Mod**
Community and Social Service Occupations	0	0	0	0	1.2	$0	
Personal Care and Service Occupations	0	0.30%	$11.53	$23,982	1.2	$28,779	VL 50
Food Preparation and Serving Related Occupations	0	0.15%	$12.56	$26,125	1.2	$31,350	VL 50
Protective Service Occupations	0	0.73%	$13.54	$28,163	1.2	$33,796	VL 60
Farming, Fishing, and Forestry Occupations	0	0.05%	$14.17	$29,474	1.2	$35,368	VL 60
Building and Grounds Cleaning and Maintenance Occupations	0	0.61%	$16.89	$35,131	1.2	$42,157	L
Transportation and Material Moving Occupations	20	58.56%	$18.44	$38,355	1.4	$53,697	Mod
Office and Administrative Support Occupations	8	24.91%	$19.79	$41,163	1.4	$57,628	Mod
Production Occupations	0	1.31%	$20.43	$42,494	1.4	$59,492	Mod
Arts, Design, Entertainment, Sports, and Media Occupations	0	0.08%	$23.71	$49,317	1.4	$69,044	Work
Sales and Related Occupations	0	1.19%	$25.34	$52,707	1.4	$73,790	Work
Installation, Maintenance, and Repair Occupations	2	5.59%	$25.95	$53,976	1.4	$75,566	Work
Construction and Extraction Occupations	0	0.60%	$27.59	$57,387	1.6	$91,820	Above
Education, Training, and Library Occupations	0	0.01%	$28.64	$59,571	1.6	$95,314	Above
Healthcare Practitioners and Technical Occupations	0	0.12%	$28.75	$59,800	1.6	$95,680	Above
Business and Financial Operations Occupations	1	1.79%	$30.89	$64,251	1.8	$115,652	Above
Life, Physical, and Social Science Occupations	0	0.03%	$36.25	$75,400	1.8	$135,720	Above
Architecture and Engineering Occupations	0	0.47%	$36.42	$75,754	1.8	$136,356	Above
Computer and Mathematical Occupations	0	0.50%	$36.83	$76,606	1.4	$107,249	Above
Management Occupations	1	2.92%	$44.65	$92,872	1.8	$167,170	Above
Legal Occupations	0	0.03%	$60.77	126,402	1.8	$227,523	Above

Table 47: Adjustment from Employee to Employee Households – Commercial

Table 47: Retail Trade (NAICS 44-45)

Occupation title (click on the occupation title to view its profile)	Employment	Percent of total employment	Median hourly wage	Annual median wage	Household Multiplier	Estimate Household Income	Income Category
All Occupations	**186**	**100.00%**	**$11.96**	**$24,877**	**1.2**	**$29,852**	**VLI**
Personal Care and Service Occupations	1	0.47%	$10.53	$21,902	1	$21,902	VLI
Food Preparation and Serving Related Occupations	7	3.51%	$11.08	$23,046	1	$23,046	VLI
Sales and Related Occupations	102	54.48%	$11.20	$23,296	1.4	$32,614	VLI
Building and Grounds Cleaning and Maintenance Occupations	1	0.76%	$11.51	$23,941	1.4	$33,517	VLI
Transportation and Material Moving Occupations	13	6.75%	$11.82	$24,586	1.4	$34,420	VLI
Office and Administrative Support Occupations	33	17.69%	$12.42	$25,834	1.4	$36,167	VLI
Production Occupations	4	2.38%	$13.97	$29,058	1.4	$40,681	VLI
Arts, Design, Entertainment, Sports, and Media Occupations	1	0.78%	$14.25	$29,640	1.4	$41,496	Low
Protective Service Occupations	1	0.38%	$14.53	$30,222	1.4	$42,311	Low
Installation, Maintenance, and Repair Occupations	9	4.80%	$17.71	$36,837	1.4	$51,572	Low
Construction and Extraction Occupations	0	0.23%	$18.36	$38,189	1.4	$53,464	Low
Healthcare Practitioners and Technical Occupations	6	3.46%	$18.42	$38,314	1.4	$53,639	Low
Business and Financial Operations Occupations	2	1.01%	$27.68	$57,574	1.8	$103,634	Above
Computer and Mathematical Occupations	1	0.31%	$30.74	$63,939	1.8	$115,091	Above
Management Occupations	5	2.55%	$37.75	$78,520	1.8	$141,336	Above

Table 48:Other Services, Except Public Administration

Occupation title (click on the occupation title to view its profile)	Employment	Percent of total employment	Median hourly wage	Adjustment	Broward Adjusted	Annual Median	Household Income Factor	Estimate Household Income	Income Category
All Occupations	**52**	**100.00%**	**$15.03**	**93.21%**	**$14.01**	**$29,140**	**1.4**	**$40,796**	**L**
Transportation and Material Moving Occupations	5	9.88%	$11.36	90.85%	$10.32	$21,467	1.2	$25,760	VL
Production Occupations	4	6.76%	$12.14	90.27%	$10.96	$22,794	1.2	$27,353	VL
Protective Service Occupations	1	1.03%	$11.33	98.26%	$11.13	$23,157	1.2	$27,789	VL
Personal Care and Service Occupations	11	20.62%	$11.85	100.44%	$11.90	$24,757	1.2	$29,708	VL
Sales and Related Occupations	3	4.98%	$12.45	100.31%	$12.49	$25,976	1.2	$31,171	VL
Office and Administrative Support Occupations	7	14.07%	$15.12	95.27%	$14.40	$29,962	1.4	$41,947	L
Education, Training, and Library Occupations	1	1.69%	$15.57	94.88%	$14.77	$30,727	1.4	$43,018	L
Community and Social Service Occupations	1	2.79%	$18.05	86.86%	$15.68	$32,611	1.4	$45,655	L
Installation, Maintenance, and Repair Occupations	8	16.25%	$18.89	91.68%	$17.32	$36,023	1.4	$50,432	L
Healthcare Support Occupations	1	1.44%	$17.81	102.61%	$18.27	$38,011	1.4	$53,216	L
Farming, Fishing, and Forestry Occupations	0	0.07%	$14.66	131.97%	$19.35	$40,241	1.4	$56,338	M
Construction and Extraction Occupations	0	0.31%	$23.65	85.54%	$20.23	$42,080	1.4	$58,911	M
Arts, Design, Entertainment, Sports, and Media Occupations	1	2.19%	$24.89	90.82%	$22.60	$47,016	1.4	$65,822	M
Life, Physical, and Social Science Occupations	0	0.34%	$29.35	83.49%	$24.50	$50,968	1.4	$71,356	Work
Healthcare Practitioners and Technical Occupations	0	0.33%	$26.20	95.28%	$24.96	$51,923	1.4	$72,693	Work
Business and Financial Operations Occupations	3	6.23%	$28.43	91.18%	$25.92	$53,920	1.4	$75,489	Work
Computer and Mathematical Occupations	0	0.88%	$33.52	84.55%	$28.34	$58,953	1.6	$94,325	Above
Architecture and Engineering Occupations	0	0.21%	$36.53	81.19%	$29.66	$61,692	1.6	$98,707	Above
Legal Occupations	0	0.21%	$44.30	79.74%	$35.32	$73,476	1.6	$117,561	Above
Management Occupations	3	5.27%	$42.90	98.56%	$42.28	$87,947	1.6	$140,716	Above

Table 49: Information (NAICS 51)

Occupation title (click on the occupation title to view its profile)	Employment	Percent of total employment	Median hourly wage	Median Annual Wage	Household Income Factor	Estimate Household Income	Income Category
All Occupations	**32**	**100.00%**	**$29.51**	**$61,381**	**1.4**	**$85,933**	**Above**
Food Preparation and Serving Related Occupations	1	1.85%	$9.92	$20,634	1.2	$24,760	VL 50
Personal Care and Service Occupations	1	2.54%	$10.11	$21,029	1.2	$25,235	VL 50
Building and Grounds Cleaning and Maintenance Occupations	0	0.25%	$12.89	$26,811	1.2	$32,173	VL 50
Transportation and Material Moving Occupations	0	1.51%	$13.95	$29,016	1.2	$34,819	VL 60
Healthcare Support Occupations	0	0.02%	$14.94	$31,075	1.4	$43,505	L
Production Occupations	0	1.08%	$17.56	$36,525	1.4	$51,135	L
Office and Administrative Support Occupations	5	15.99%	$18.28	$38,022	1.4	$53,231	mod
Protective Service Occupations	0	0.19%	$18.51	$38,501	1.4	$53,901	mod
Education, Training, and Library Occupations	0	0.71%	$22.36	$46,509	1.4	$65,112	mod
Community and Social Service Occupations	0	0.01%	$23.24	$48,339	1.4	$67,675	mod
Sales and Related Occupations	4	11.53%	$25.38	$52,790	1.4	$73,907	Work
Arts, Design, Entertainment, Sports, and Media Occupations	5	16.25%	$26.68	$55,494	1.4	$77,692	Work
Installation, Maintenance, and Repair Occupations	3	9.36%	$28.30	$58,864	1.4	$82,410	Above
Healthcare Practitioners and Technical Occupations	0	0.09%	$30.96	$64,397	1.4	$90,156	Above
Construction and Extraction Occupations	0	0.39%	$31.37	$65,250	1.6	$104,399	Above
Business and Financial Operations Occupations	3	8.31%	$37.35	$77,688	1.6	$124,301	Above
Life, Physical, and Social Science Occupations	0	0.08%	$37.91	$78,853	1.6	$126,164	Above
Architecture and Engineering Occupations	0	1.47%	$44.07	$91,666	1.8	$164,998	Above
Computer and Mathematical Occupations	7	20.46%	$44.09	$91,707	1.8	$165,073	Above
Legal Occupations	0	0.34%	$65.15	$135,512	1.8	$243,922	Above
Management Occupations	2	7.59%	$66.81	$138,965	1.8	$250,137	Above

Table 50: Finance and Insurance (NAICS 52)

Occupation title (click on the occupation title to view its profile)	Employment	Percent of total employment	Median hourly wage	Median Annual Wage	Household Income Factor	Estimate Household Income	Income Category
All Occupations	**63**	**100.00%**	**$25.10**	**$52,208**	**1.4**	**$73,091**	**Work**
Building and Grounds Cleaning and Maintenance Occupations	0	0.16%	$11.94	$24,835	1.2	$29,802	VL 50
Food Preparation and Serving Related Occupations	0	0.01%	$13.75	$28,600	1.2	$34,320	VL60
Personal Care and Service Occupations	0	0.02%	$15.76	$32,781	1.2	$39,337	VL60
Transportation and Material Moving Occupations	0	0.04%	$16.46	$34,237	1.2	$41,084	L
Office and Administrative Support Occupations	26	42.11%	$17.43	$36,254	1.2	$43,505	L
Farming, Fishing, and Forestry Occupations	0	-7	$17.72	$36,858	1.2	$44,229	L
Healthcare Support Occupations	0	0.02%	$18.26	$37,981	1.2	$45,577	L
Installation, Maintenance, and Repair Occupations	0	0.19%	$20.87	$43,410	1.4	$60,773	Mod
Production Occupations	0	0.03%	$20.94	$43,555	1.4	$60,977	Mod
Protective Service Occupations	0	0.16%	$22.46	$46,717	1.4	$65,404	Mod
Community and Social Service Occupations	0	0.14%	$25.81	$53,685	1.4	$75,159	Work
Sales and Related Occupations	9	15.02%	$26.03	$54,142	1.4	$75,799	Work
Construction and Extraction Occupations	0	0.01%	$29.51	$61,381	1.4	$85,933	Above
Arts, Design, Entertainment, Sports, and Media Occupations	0	0.31%	$31.39	$65,291	1.4	$91,408	Above
Education, Training, and Library Occupations	0	0.01%	$32.89	$68,411	1.4	$95,776	Above
Healthcare Practitioners and Technical Occupations	0	0.77%	$33.68	$70,054	1.4	$98,076	Above
Business and Financial Operations Occupations	16	24.84%	$34.51	$71,781	1.8	$129,205	Above
Legal Occupations	1	0.87%	$38.24	$79,539	1.8	$143,171	Above
Life, Physical, and Social Science Occupations	0	0.05%	$39.51	$82,181	1.8	$147,925	Above
Computer and Mathematical Occupations	4	6.81%	$43.76	$91,021	1.8	$163,837	Above
Architecture and Engineering Occupations	0	0.07%	$46.43	$96,574	1.8	$173,834	Above
Management Occupations	5	8.37%	$62.38	$129,750	1.8	$233,551	Above

Table 51: Real Estate, Rental and Leasing (NAICS 53)

Occupation title (click on the occupation title to view its profile)	Employment	Percent of total employment	Median hourly wage	Annual Median Wage	Household Income Factor	Estimate Household Income	Income Category
All Occupations	**36**	**100.00%**	**$17.71**	**$36,837**	**1.4**	**$51,572**	**L**
Food Preparation and Serving Related Occupations	0	0.81%	$11.24	$23,379	1.2	$28,055	VL 50
Building and Grounds Cleaning and Maintenance Occupations	2	6.48%	$13.13	$27,310	1.2	$32,772	VL 50
Transportation and Material Moving Occupations	2	6.88%	$13.28	$27,622	1.2	$33,147	VL 60
Personal Care and Service Occupations	0	1.04%	$13.31	$27,685	1.2	$33,222	VL 60
Farming, Fishing, and Forestry Occupations	0	0.03%	$14.37	$29,890	1.2	$35,868	VL 60
Healthcare Support Occupations	0	0.04%	$15.35	$31,928	1.2	$38,314	VL 60
Sales and Related Occupations	8	21.98%	$15.70	$32,656	1.2	$39,187	VL 60
Production Occupations	0	0.53%	$16.06	$33,405	1.2	$40,086	L
Office and Administrative Support Occupations	7	20.86%	$16.41	$34,133	1.2	$40,959	L
Protective Service Occupations	0	1.36%	$16.53	$34,382	1.2	$41,259	L
Installation, Maintenance, and Repair Occupations	7	18.33%	$17.75	$36,920	1.4	$51,688	L
Education, Training, and Library Occupations	0	0.02%	$20.20	$42,016	1.4	$58,822	Mod
Arts, Design, Entertainment, Sports, and Media Occupations	0	0.99%	$20.93	$43,534	1.4	$60,948	Mod
Community and Social Service Occupations	0	0.09%	$21.02	$43,722	1.4	$61,210	Mod
Construction and Extraction Occupations	0	1.25%	$21.14	$43,971	1.4	$61,560	Mod
Healthcare Practitioners and Technical Occupations	0	0.26%	$24.50	$50,960	1.4	$71,344	Work
Business and Financial Operations Occupations	2	5.76%	$29.86	$62,109	1.4	$86,952	Above
Life, Physical, and Social Science Occupations	0	-8	$30.41	$63,253	1.6	$101,204	Above
Legal Occupations	0	0.36%	$33.58	$69,846	1.8	$125,724	Above
Management Occupations	4	11.91%	$34.03	$70,782	1.8	$127,408	Above
Computer and Mathematical Occupations	0	0.81%	$34.19	$71,115	1.8	$128,007	Above
Architecture and Engineering Occupations	0	0.16%	$34.76	$72,301	1.8	$130,141	Above

Table 52: Professional and Technical Services (NAICS 54)

Occupation title (click on the occupation title to view its profile)	Employment	Percent of total employment	Median hourly wage	Annual Median Wage	Household Income Factor	Estimate Household Income	Income Category
All Occupations	**93**	**100.00%**	**$31.43**	**$65,374**	**1.4**	**$91,524**	**Above**
Personal Care and Service Occupations	0	0.41%	$10.87	$22,610	1.2	$27,132	VL 50
Food Preparation and Serving Related Occupations	0	0.10%	$11.17	$23,234	1.2	$27,880	VL 50
Healthcare Support Occupations	1	0.94%	$12.55	$26,104	1.2	$31,325	VL 50
Building and Grounds Cleaning and Maintenance Occupations	0	0.33%	$13.25	$27,560	1.2	$33,072	VL 50
Transportation and Material Moving Occupations	1	0.81%	$14.73	$30,638	1.2	$36,766	VL 60
Farming, Fishing, and Forestry Occupations	0	0.06%	$15.22	$31,658	1.2	$37,989	VL 60
Office and Administrative Support Occupations	18	19.13%	$18.24	$37,939	1.2	$45,527	L
Production Occupations	1	1.50%	$18.85	$39,208	1.4	$54,891	L
Protective Service Occupations	0	0.17%	$18.99	$39,499	1.4	$55,299	Mod
Healthcare Practitioners and Technical Occupations	2	2.44%	$22.86	$47,549	1.4	$66,568	Work
Installation, Maintenance, and Repair Occupations	1	0.86%	$23.75	$49,400	1.4	$69,160	Work
Community and Social Service Occupations	0	0.12%	$25.65	$53,352	1.4	$74,693	Work
Construction and Extraction Occupations	1	0.87%	$25.84	$53,747	1.4	$75,246	Work
Arts, Design, Entertainment, Sports, and Media Occupations	4	4.08%	$26.59	$55,307	1.2	$66,369	Work
Sales and Related Occupations	4	4.77%	$28.42	$59,114	1.2	$70,936	Work
Education, Training, and Library Occupations	0	0.17%	$29.43	$61,214	1.4	$85,700	Above
Life, Physical, and Social Science Occupations	3	3.61%	$32.18	$66,934	1.4	$93,708	Above
Business and Financial Operations Occupations	14	15.23%	$34.29	$71,323	1.4	$99,852	Above
Architecture and Engineering Occupations	10	10.44%	$36.82	$76,586	1.8	$137,854	Above
Legal Occupations	7	7.53%	$37.00	$76,960	1.8	$138,528	Above
Computer and Mathematical Occupations	16	17.30%	$42.34	$88,067	1.8	$158,521	Above
Management Occupations	8	9.12%	$66.00	$137,280	1.8	$247,104	Above

Table 53: Management of Companies and Enterprises (NAICS 55)

Occupation title (click on the occupation title to view its profile)	Employment	Percent of total employment	Median hourly wage	Annual Median Wage	Household Income Factor	Estimate Household Income	Income Category
All Occupations	**14**	**100.00%**	**$32.06**	**$66,685**	**1.4**	**$93,359**	**Above**
Building and Grounds Cleaning and Maintenance Occupations	0	0.46%	$12.74	$26,499	1.2	$31,799	VL 50
Personal Care and Service Occupations	0	0.46%	$13.32	$27,706	1.2	$33,247	VL 50
Food Preparation and Serving Related Occupations	0	0.51%	$14.45	$30,056	1.2	$36,067	VL 60
Farming, Fishing, and Forestry Occupations	0	0.03%	$15.60	$32,448	1.2	$38,938	VL 60
Healthcare Support Occupations	0	0.38%	$15.76	$32,781	1.2	$39,337	VL 60
Transportation and Material Moving Occupations	0	2.25%	$16.63	$34,590	1.2	$41,508	L
Protective Service Occupations	0	0.44%	$17.99	$37,419	1.2	$44,903	L
Office and Administrative Support Occupations	4	24.90%	$19.37	$40,290	1.2	$48,348	L
Education, Training, and Library Occupations	0	0.25%	$20.07	$41,746	1.4	$58,444	Mod
Community and Social Service Occupations	0	0.93%	$20.31	$42,245	1.4	$59,143	Mod
Production Occupations	0	1.03%	$21.20	$44,096	1.4	$61,734	Mod
Installation, Maintenance, and Repair Occupations	0	1.86%	$23.45	$48,776	1.4	$68,286	Work
Construction and Extraction Occupations	0	0.48%	$25.40	$52,832	1.4	$73,965	Work
Sales and Related Occupations	1	4.48%	$28.91	$60,133	1.4	$84,186	Above
Arts, Design, Entertainment, Sports, and Media Occupations	0	1.82%	$29.46	$61,277	1.2	$73,532	Above
Healthcare Practitioners and Technical Occupations	0	1.64%	$32.11	$66,789	1.4	$93,504	Above
Business and Financial Operations Occupations	3	22.55%	$34.94	$72,675	1.8	$130,815	Above
Life, Physical, and Social Science Occupations	0	0.75%	$40.29	$83,803	1.8	$150,846	Above
Computer and Mathematical Occupations	2	11.48%	$41.62	$86,570	1.8	$155,825	Above
Architecture and Engineering Occupations	0	3.00%	$45.01	$93,621	1.8	$168,517	Above
Legal Occupations	0	1.11%	$58.80	$122,304	1.8	$220,147	Above
Management Occupations	3	19.17%	$62.89	$130,811	1.8	$235,460	Above

Table 54: Health Care and Social Assistance (NAICS 62)

Occupation title (click on the occupation title to view its profile)	Employment	Percent of total employment	Median hourly wage	Annual Median Wage	Household Income Factor	Estimate Household Income	Income Category
All Occupations	**85**	**100.00%**	**$18.16**	**$37,773**	**1.4**	**$52,882**	**L**
Personal Care and Service Occupations	11	12.87%	$11.18	$23,254	1.2	$27,905	VL 50
Farming, Fishing, and Forestry Occupations	0	0.01%	$11.34	$23,587	1.2	$28,305	VL 50
Food Preparation and Serving Related Occupations	2	2.62%	$11.58	$24,086	1.2	$28,904	VL 50
Building and Grounds Cleaning and Maintenance Occupations	2	2.13%	$11.95	$24,856	1.2	$29,827	VL 50
Production Occupations	0	0.42%	$12.22	$25,418	1.2	$30,501	VL 50
Transportation and Material Moving Occupations	1	0.67%	$12.31	$25,605	1.2	$30,726	VL 50
Education, Training, and Library Occupations	2	2.74%	$12.96	$26,957	1.4	$37,740	VL 60
Healthcare Support Occupations	15	18.01%	$13.73	$28,558	1.4	$39,982	L
Protective Service Occupations	0	0.38%	$15.69	$32,635	1.4	$45,689	L
Sales and Related Occupations	0	0.38%	$16.46	$34,237	1.4	$47,932	L
Office and Administrative Support Occupations	12	13.92%	$16.63	$34,590	1.4	$48,427	L
Community and Social Service Occupations	5	5.47%	$18.76	$39,021	1.4	$54,629	Mod
Installation, Maintenance, and Repair Occupations	1	0.74%	$19.21	$39,957	1.4	$55,940	Mod
Arts, Design, Entertainment, Sports, and Media Occupations	0	0.18%	$23.49	$48,859	1.2	$58,631	Mod
Construction and Extraction Occupations	0	0.09%	$25.22	$52,458	1.4	$73,441	Work
Business and Financial Operations Occupations	1	1.69%	$27.74	$57,699	1.4	$80,779	Above
Healthcare Practitioners and Technical Occupations	28	32.98%	$32.00	$66,560	1.4	$93,184	Above
Legal Occupations	0	0.03%	$33.12	$68,890	1.8	$124,001	Above
Computer and Mathematical Occupations	1	0.67%	$33.47	$69,618	1.8	$125,312	Above
Life, Physical, and Social Science Occupations	0	0.55%	$34.35	$71,448	1.8	$128,606	Above
Architecture and Engineering Occupations	0	0.03%	$34.78	$72,342	1.8	$130,216	Above
Management Occupations	3	3.43%	$41.87	$87,090	1.8	$156,761	Above

Table 55: Accommodations and Food Services (NAICS 72)

Occupation title (click on the occupation title to view its profile)	Employment	Percent of total employment	Median hourly wage	Annual Median Wage	Household Income Factor	Estimate Household Income	Income Category
All Occupations	**85**	**100.00%**	**$18.16**	**$37,773**	**1.4**	**$52,882**	**L**
Personal Care and Service Occupations	11	12.87%	$11.18	$23,254	1.2	$27,905	VL 50
Farming, Fishing, and Forestry Occupations	0	0.01%	$11.34	$23,587	1.2	$28,305	VL 50
Food Preparation and Serving Related Occupations	2	2.62%	$11.58	$24,086	1.2	$28,904	VL 50
Building and Grounds Cleaning and Maintenance Occupations	2	2.13%	$11.95	$24,856	1.2	$29,827	VL 50
Production Occupations	0	0.42%	$12.22	$25,418	1.2	$30,501	VL 50
Transportation and Material Moving Occupations	1	0.67%	$12.31	$25,605	1.2	$30,726	VL 50
Education, Training, and Library Occupations	2	2.74%	$12.96	$26,957	1.4	$37,740	VL 60
Healthcare Support Occupations	15	18.01%	$13.73	$28,558	1.4	$39,982	L
Protective Service Occupations	0	0.38%	$15.69	$32,635	1.4	$45,689	L
Sales and Related Occupations	0	0.38%	$16.46	$34,237	1.4	$47,932	L
Office and Administrative Support Occupations	12	13.92%	$16.63	$34,590	1.4	$48,427	L
Community and Social Service Occupations	5	5.47%	$18.76	$39,021	1.4	$54,629	Mod
Installation, Maintenance, and Repair Occupations	1	0.74%	$19.21	$39,957	1.4	$55,940	Mod
Arts, Design, Entertainment, Sports, and Media Occupations	0	0.18%	$23.49	$48,859	1.2	$58,631	Mod
Construction and Extraction Occupations	0	0.09%	$25.22	$52,458	1.4	$73,441	Work
Business and Financial Operations Occupations	1	1.69%	$27.74	$57,699	1.4	$80,779	Above
Healthcare Practitioners and Technical Occupations	28	32.98%	$32.00	$66,560	1.4	$93,184	Above
Legal Occupations	0	0.03%	$33.12	$68,890	1.8	$124,001	Above
Computer and Mathematical Occupations	1	0.67%	$33.47	$69,618	1.8	$125,312	Above
Life, Physical, and Social Science Occupations	0	0.55%	$34.35	$71,448	1.8	$128,606	Above
Architecture and Engineering Occupations	0	0.03%	$34.78	$72,342	1.8	$130,216	Above
Management Occupations	3	3.43%	$41.87	$87,090	1.8	$156,761	Above

Step 6 – Estimates of Households that meet HUD Income Criteria (Affordability Model)

For this step, an affordability model was developed to determine the affordability of households by HUD's income and levels. This step has been performed for each industry/land-use category and multiplied by the number of households (demand by and type of land-use).

Table 56: Distribution of Employees by Income Group

Employment Category	VLI <50%	VLI <60%	Low 50-80%	Moderate 100%	Work 120%	Above >120%
Office	41	17	127	33	19	192
Hotel	181	0	2	6	0	0
Limited Service Hotel	4	1	6	1	1	0
Industrial	19	13	22	39	18	32
Commercial	133	46	36	2	4	5

The analysis adjusted employee and their wages into households by using a worker to household factor as shown below.

Table 57: Conversation of Jobs to Households

Employment Category	VLI <50%	VLI <60%	Low 50-80%	Moderate 100%	Work 120%	Above >120%
Office	34	14	91	20	10	107
Hotel	151	0	1	4	0	0
Limited Service	3	1	4	1	0	0
Industrial	15	11	16	25	10	18
Commercial	111	38	26	1	2	3
Workers Per Household	1.2	1.2	1.4	1.6	1.8	1.8

Table 58 shows the maximum household income for each income category.

Table 58: Summary of Household Income by Land Use

Households by Land Use	VLI <50%	VLI <60%	Low 50-80%	Moderate 100%	Work 120%	Above >120%
Household Income (max)	$33,000	$39,000	$52,000	$65,700	$78,800	>$78,800
Office	34	14	91	20	10	107
Hotel	151	0	1	4	0	0
Limited Service Hotel	3	1	4	1	0	0
Industrial	15	11	16	25	10	18
Commercial (retail)	111	38	26	1	2	3
Total	315	64	138	51	23	127

SPG analyzed the affordability of townhomes/condominiums and single family homes based on household income categories based on both Broward household income distribution metrics as well as Dania Beach income metrics. It should be noted that the MLS data used in this part of the analysis appears to be largely resales rather than new construction.

Based on the analysis, using Broward County's median family income of $65,700, as a starting point, all households earning 50% of the AMI or higher can afford the median value of Dania Beach's MLS townhome/condominium sale price; however, only families earning over the median income can afford Dania Beach's median single family MLS sales value.

Table 59: Employee Household Affordability based on Broward County Income Metrics

Broward County	Income Targe % AMI	Annual HH Income	Maximum Sales Price	Median Value	Affordability Gap per Unit
Affordable Units					
CondominiumTownhomes (Based on Current MLS Data)				**$167,000**	
Very Low Income (50% of AMI)	50%	$32,850	$166,941		
Very Low Income (60% of AMI)	60%	$39,420	$200,329		$33,329
Low Income (80% of AMI)	80%	$52,560	$267,106		$100,106
Moderate Income (120% of AMI)	120%	$78,840	$400,659		$233,659
Median Income		$65,700	$333,882		$166,882
Single Family Units (Based on Current MLS Data)				**$292,500**	
Very Low Income (50% of AMI)	50%	$32,850	$166,941		
Very Low Income (60% of AMI)	60%	$39,420	$200,329		($92,171)
Low Income (80% of AMI)	80%	$52,560	$267,106		($25,394)
Moderate Income (120% of AMI)	120%	$78,840	$400,659		$108,159
Median Income		$65,700	$333,882		$41,382

AMI - Area Median Income for Broward County as established and published by HUD.

Notes: Ongoing Expenses are based on estimates of utilities, homeowner association dues, property taxes, etc. based on unit value.

Annual debt service assumes a 30 year mortgage at 4.25% with a 20% down payment.

Source: Palm Beaches and Greater Lauderdale Realtors, 2018 data

The affordability analysis using Dania Beach income metrics shows that households earning 60% cannot afford the sales price of existing condominium/townhome MLS listed homes nor than any households with incomes of less than 120 percent of the Dania Beach's AMI afford a single family home as listed by MLS.

Table 60: Employee Household Affordability based on Dania Beach Income Metrics

	Income Target % AMI	Annual HH Income	Maximum Sales Price	Median Value	Affordability Gap per Unit
Affordable Units					
Condominiums (Based on Current MLS Data)				**$167,000**	
Very Low Income (50% of AMI)	50%	$21,983	$111,716		($55,284)
Very Low Income (60% of AMI)	60%	$26,380	$134,000		($33,000)
Low Income (80% of AMI)	80%	$35,173	$179,000		$12,000
Moderate Income (120% of AMI)	120%	$52,759	$268,000		$101,000
Median Income		$43,966	$223,400		$56,400
Single Family Units (Based on Current MLS Data)				**$292,500**	
Very Low Income (50% of AMI)	50%	$21,983	$111,716		($180,784)
Very Low Income (60% of AMI)	60%	$26,380	$134,000		($158,500)
Low Income (80% of AMI)	80%	$35,173	$179,000		($113,500)
Moderate Income (120% of AMI)	120%	$52,759	$268,000		($24,500)
Low/Moderate Average Income		$43,966	$223,000		($69,500)

AMI - Area Median Income for Broward County as established and published by HUD.

Notes: Ongoing Expenses are based on estimates of utilities, homeowner association dues, property taxes, etc. based on unit value.

Annual debt service assumes a 30 year mortgage at 4.25% with a 20% down payment.

Source: Palm Beaches and Greater Lauderdale Realtors, 2018 data

Summary by Income Level

Table 61 shows the results of the analysis for each of the three income categories for the four prototypical 100,000-square foot buildings. The tables present the number of households in each affordability category and the total number up to 120 percent of the median income level.

Adjustment for Commute Relationship

Table 61 depicts the results of the analysis both before and after an adjustment for commute relationship. The American Community Survey (US Census) 2013-17 indicated that residents of Dania Beach hold only 5.4 percent of the jobs in Dania Beach. However, this is expected to change as more commercial development takes place. SPG feels that the City as a matter of policy, the goal is to double the number of jobs for city residents. Therefore the commute factor used in this analysis is 11 percent. The estimates of households for each income category in a 100,000 square foot prototype building are adjusted downwards by this commute factor.

Table 61: Worker Households Adjusted for Commute Factor

Before Commute Adjustment	Industrial	Commercial	Office	Hotel	Limited Service Hotel
Very Low (Under 60% of Median Income)	26	149	48	151	4
Low (50% to 80% of Median Income)	16	26	91	1	6
Moderate (80% to 120% of Median Income)	35	3	31	4	2
Total	77	178	170	156	12
After Commute Adjustment	11.0%				
Very Low (Under 50% of Median Income)	3	16	5	17	0
Low (60% to 80% of Median Income)	2	3	10	0	1
Moderate (80% to 120% of Median Income)	4	0	3	0	0
	8	20	19	17	1

Note: Residents of Dania Beach hold only 5.4% of the jobs in Dania Beach. The estimates of households for each income category in a protypical 100,000 SF building are adjusted downwards by this commute factor.

Summary by Square Foot Building Area

To this point, the analysis has illustrated results for prototype buildings of 100,000 square feet. In this step, as shown in Table 62, the results are translated to a per square foot coefficient. These coefficients state the portion of a household, by affordability level for which each square foot of building area is associated. This is the summary of the affordability housing linkage from various types of land use to employees and housing demand by income level.

Table 62: Housing Demand Impact by Land-Use Type on a Per 100,000 Square Foot Basis

	Industrial	Commercial	Office	Hotel	Limited Service /Extended Stay Hotel
Very Low (Under 50% of Median Income)	0.0000286	0.0001639	0.0000528	0.0001661	0.0000044
Low (50% to 80% of Median Income)	0.0000176	0.0000286	0.0001001	0.0000011	0.0000066
Moderate (80% to 120% of Median Income)	0.0000385	0	0.0000341	0.0000044	0.00000165
Total	0.0000847	0.0001958	0.000187	0.0001716	0.00001265

Note: This is the summary of the linkage from buildings to employees translating into housing demand by income level.

Total Housing Linkage Costs

This section takes the conclusions of the previous section on the number of households in the lower income categories associated with each building type and identifies the total cost of assistance required to make housing attainable. This section establishes "linkage costs" for each income level to produce the total linkage costs.

A key component of the analysis is the size of the affordability gap between what households can afford and the cost of producing additional housing. The analysis is conducted the 80 percent to 120 percent of median income. The analysis is also conducted rental housing, as well as ownership housing from each of the three income categories.

Income and Household Size Assumptions

Income definitions for housing programs are established by HUD for varying household sizes, as previously discussed earlier in this report. For establishing the affordability gap, there is a need to match a household of each income level with a unit type and size according to government regulations and policies.

The top income of the qualifying range in each category has been used to determine maximum housing costs in this analysis. The upper limit of households in the 80 percent of median category will be 120 percent of median, or the top end of the range.

Table 63 shows HUD income limits by household size.

Table 63: HUD Income Limits by Household Sizes

Broward County Median $65,700	Percentage Category				
	30%	50%	80%	120%	140%
	Income Limit by # of Persons in Household				
1	$17,000	$28,300	$45,300	$67,920	$79,240
2	$19,400	$32,350	$51,750	$77,640	$90,580
3	$21,800	$36,400	$58,200	$87,360	$101,920
4	$25,100	$40,400	$64,650	$96,960	$113,120
5	$29,420	$43,650	$69,850	$104,760	$122,220
6	$33,740	$46,900	$75,000	$112,560	$131,320
7	$38,060	$50,100	$80,200	$120,240	$140,280
8	$42,380	$53,350	$85,350	$128,040	$149,380
9	Refer to HUD	$56,560	$90,496	$135,744	$158,368
10	Refer to HUD	$59,792	$95,667	$143,501	$167,418
Rent Limit by # of Bedrooms in Unit					
0	$425	$707	$1,132	$1,698	$1,981
1	$455	$758	$1,213	$1,819	$2,122
2	$546	$910	$1,455	$2,184	$2,548
3	$681	$1,050	$1,681	$2,521	$2,941
4	$843	$1,172	$1,875	$2,814	$3,283
5	$1,005	$1,293	$2,069	$3,103	$3,620

Current Housing Costs

Current housing costs include the costs of existing homes in the market either for rent or for sale, as well as the costs associated with the development of new housing stock, either condominiums or townhomes. For purposes of this analysis, actual market information was developed for both rental housing units available in the area and recent home sales prices were obtained from MLS data.

SPG purchased an apartment survey for the Dania Beach Area, which comprised mostly mid-rise apartments, to identify current monthly rents. Average rents for a studio was $1,443, 1-bedroom was $1,541 a month. The average for a 2-bedroom unit was $1,939 per month and the three bedrooms averaged $2,669 a month (Table 64).

Table 64: Market Rents

Comparable Group Summary Stats*	Low	Mean	Median	High
Current Asking Rent/Unit ($)	958	1,838	1,612	2,844
Current Vacancy Rate (%)	0.0	5.9	2.9	26.2
Property Size (units)	55	223	192	648
Year Built	1964	1998	1992	2018
	Studio	**1BR**	**2BR**	**3BR**
Current Asking Rent/Unit ($)	1,443	1,541	1,939	2,669
Unit Size (SF)	554	802	1,174	1,507
Units	4	87	112	20
Current Asking Rent/SF	2.64	1.95	1.69	1.76

Source: REIS, Inc., 2019

HOUSING AFFORDABILITY GAP

Affordability gaps, or the needed subsidy amount, are calculated for each of the income tiers. Then the affordability gaps (which is the difference between total development cost and unit value based on the affordable rent or sales price) are multiplied by the number of households in each income tier to produce the total nexus cost (i.e. mitigation costs).

Rental Housing Affordability Gap

In determining the affordability gap for a typical garden style apartment, the average rental rate of $1,939 for a two-bedroom unit was utilized. The rent was annualized and adjusted for operating expenses to determine its potential Net Operating Income (NOI). The NOI was then capitalized at 8 percent to derive an Average Market Value for the two-bedroom unit. This information was then compared to the household limits. As shown in Table 65, the affordability gap occurs at all sectors using Broward County figures.

Table 65: Affordability Gap using Broward County Metrics.

(Broward County) Apartment Project	Monthly Rent *	Annual Rent	Less Operating Expenses	NOI	Average Market Value	Affordable Gap per Unit	Average Unit Size	Commute Factor Linkage Fee
Market Rental Rates	$1,939	$23,268	$8,144	$15,124	$216,060		1,174	11%
Affordable Gap - Apartment Units								
Very Low Income (50% of AMI)	$821	$9,855	$3,449	$6,406	$91,511	$124,549	$106	$11.67
Low Income (80% of AMI)	$1,314	$15,768	$5,519	$10,249	$146,417	$69,643	$59	$6.53
Moderate Income (120% of AMI)	$1,971	$23,652	$8,278	$15,374	$219,626	($3,566)	($3)	($0.33)
							$162	$17.86

AMI - Area Median Income published by HUD.

Monthly rent does not include utilities. Operating Expenses are based on average operating expenses from similar size apartment projects.

Net Opearating Income (NOI) is capitalized at 7% to derive Average Market Value.

Affordability Gap is the difference between value supported market rents and value supported at affordable income rent levels.

A more detail analysis of affordably gap is shown in tables 66 and 67. When using Dania Beach household figures, this analysis shows that the affordability gap in rental housing only exists at the very low income (50% and 60%) level for a two-bedroom unit (Table 67). The determination to use the two-bedroom unit as a standard in the analysis was made by SPG.

Using Broward County data, the rent gap ranges from $51 per square foot (PSF) to $171 PSF.

Table 66: Affordability Gap using Broward County figures – Apartment Units (2-bedrooms)

Townhouse/Condo Based on Broward Income	Market Grade	VLI (50%) Income	VLI (60%)	Low Income (50% -80	Moderate Income (80%-120%)
Land	10	10	10	10	10
Density/Acres	35	35	35	35	35
Units	350	350	350	350	350
Gross Unit Size	1,100	1,100	1,100	1,100	1,100
Unit Size	950	950	950	950	950
Average Bedroom	2	2	2	2	2
Person Per Per Bedroom	2	2	2	2	2
Cost Assumptions					
Land	$5,390,000	$5,390,000	$5,390,000	$5,390,000	$5,390,000
Land/Acre	$539,000	$539,000	$539,000	$539,000	$539,000
Land Per Unit	$15,400	$15,400	$15,400	$15,400	$15,400
Direct Costs	$55,875,600	$55,875,600	$55,875,600	$55,875,600	$55,875,600
Direct Construction Cost/Net SF	$169	$169	$169	$169	$169
Direct Construction Costs/Unit	$159,645	$159,645	$159,645	$159,645	$159,645
Indirect Costs as % of Direct costs	25%	25%	25%	25%	25%
Indirect Costs/Unit	$39,911	$39,911	$39,911	$39,911	$39,911
Profit Margin	12%	12%	12%	12%	12%
Profit	$25,795	$25,795	$25,795	$25,795	$25,795
Total Cost	$240,750	$240,750	$240,750	$240,750	$240,750
Maximum Supported Home/Price					
Income Available /Year	$25,200	$8,868	$10,644	$14,196	$23,652
Less Operating Expenses	35%	35%	35%	35%	35%
Less Operating Expense per Unit	$8,820	$3,104	$3,725	$4,969	$8,278
Net Operating Income (NOI)	$16,380	$5,764	$6,919	$9,227	$15,374
Capitalization Rate	8.00%	8.00%	8.00%	8.00%	8.00%
Total Supportable Unit Value	$204,750	$72,053	$86,483	$115,343	$192,173
GAP	($36,000)	($168,698)	($154,268)	($125,408)	($48,578)
GAP PSF	($38)	($178)	($162)	($132)	($51)

Using Dania Beach metrics, which have lower household incomes, the rental gap increases, and ranges from $156 PSF to $251 PSF.

Table 67: Affordability Gap using Dania Beach metrics

Affordability GAP Analysis Townhouse/Condo Based on Dania Beach Income	Based on Dania Income Market Grade	VLI (50%) Income	VLI (60%)	Low Income (50% -80)	Moderate Income (80%-120%)
Land	10	10	10	10	10
Density/Acres	35	35	35	35	35
Units	350	350	350	350	350
Gross Unit Size	1,100	1,100	1,100	1,100	1,100
Unit Size	950	950	950	950	950
Average Bedroom	2	2	2	2	2
Person Per Per Bedroom	2	2	2	2	2
Cost Assumptions					
Land	$5,390,000	$5,390,000	$5,390,000	$5,390,000	$5,390,000
Land/Acre	$539,000	$539,000	$539,000	$539,000	$539,000
Land Per Unit	$15,400	$15,400	$15,400	$15,400	$15,400
Direct Costs	$55,875,600	$55,875,600	$55,875,600	$55,875,600	$55,875,600
Direct Construction Cost/Net SF	$169	$169	$169	$169	$169
Direct Construction Costs/Unit	$159,645	$159,645	$159,645	$159,645	$159,645
Indirect Costs as % of Direct costs	25%	25%	25%	25%	25%
Indirect Costs/Unit	$39,911	$39,911	$39,911	$39,911	$39,911
Profit Margin	12%	12%	12%	12%	12%
Profit	$25,795	$25,795	$25,795	$25,795	$25,795
Total Cost	$240,750	$240,750	$240,750	$240,750	$240,750
Maximum Supported Home/Price		50%	60%	80%	120%
Income Available /Year	$25,200	$5,976	$7,164	$9,552	$14,328
Less Operating Expenses	$0	$0	$0	$0	$0
Less Operating Expense per Unit	$8,820	$8,820	$8,820	$8,820	$8,820
Net Operating Income (NOI)	$16,380	-$2,844	-$1,656	$732	$5,508
Capitalization Rate	8%	8%	8%	8%	8%
Total Supportable Unit Value	$204,750	($35,550)	($20,700)	$9,150	$68,850
GAP	($36,000)	($276,300)	($261,450)	($231,600)	($171,900)
GAP PSF	($32.73)	($251.18)	($237.68)	($210.55)	($156.27)

SPG also analyzed the affordability gap for apartments using market rents supplied by REIS. As shown below, based on current rents, the average market value of a unit is estimated to be $189,000. Current Broward County family household income produces a gap of $29.64 per square foot assuming an average 2 bedroom size of 1,174.

Table 68: Rental GAP (2 Bedrooms)

(Dania Beach) Apartment Project	Monthly Rent *	Annual Rent	Less Operating Expenses	NOI	Average Market Value	Affordable Gap per Unit	Average Unit Size	Commute Factor Linkage Fee
Market Rental Rates	$1,939	$23,268	$8,144	$15,124	$216,060		1,174	11%
Affordable Gap - Apartment Units								
Very Low Income (50% of AMI)	$596	$7,148	$2,502	$4,646	$66,375	$149,685	$127	$14.02
Low Income (80% of AMI)	$953	$11,437	$4,003	$7,434	$106,200	$109,860	$94	$10.29
Moderate Income (120% of AMI)	$1,430	$17,155	$6,004	$11,151	$159,301	$56,759	$48	$5.32
							$269	$29.64

AMI - Area Median Income published by HUD.

Monthly rent does not include utilities. Operating Expenses are based on average operating expenses from similar size apartment projects.

Net Opearating Income (NOI) is capitalized at 7% to derive Average Market Value.

Affordability Gap is the difference between value supported market rents and value supported at affordable income rent levels.

Ownership Housing Affordability Gap

Table 69 provides the same analysis for ownership housing as was conducted for rental housing. Instead of determining the maximum rent levels, this analysis determines the maximum purchase price for single family and townhouse/condominiums units for each of the income categories. For example, using Broward County metrics, the maximum purchase price of a two-bedroom unit attainable to households in the very low income bracket would be $177,000 (over the median townhouse/condominium sales price). The maximum purchase price for a two-bedroom unit for a household in the low income category would be $248,000 and for a family in the moderate income level, the price would be $284,000. None of the households falling within very low to moderate could afford a single family home.

Table 69: Broward County Ownership Affordability based on MLS data

	Income Target % AMI	Annual HH Income	Maximum Sales Price	Median Value	Affordability Gap per Unit
Affordable Units					
Condominiums (Based on Current MLS Data)				**$167,000**	
Very Low Income (50% of AMI)	50%	$21,983	$177,000		$10,000
Very Low Income (60% of AMI)	60%	$26,380	$213,000		$46,000
Low Income (80% of AMI)	80%	$35,173	$248,000		$81,000
Moderate Income (120% of AMI)	120%	$52,759	$284,000		$117,000
Median Income		$65,700	$355,000		$188,000
Single Family Units (Based on Current MLS Data)				**$292,500**	
Very Low Income (50% of AMI)	50%	$21,983	$177,000		
Very Low Income (60% of AMI)	60%	$26,380	$213,000		($79,500)
Low Income (80% of AMI)	80%	$35,173	$248,000		($44,500)
Moderate Income (120% of AMI)	120%	$52,759	$284,000		($8,500)
Low/Moderate Average Income		$65,700	$355,000		$62,500

AMI - Area Median Income for Broward County as established and published by HUD.

Notes: Ongoing Expenses are based on estimates of utilities, homeowner association dues, property taxes, etc. based on unit value.

Annual debt service assumes a 30 year mortgage at 4.25% with a 20% down payment.

Source: Palm Beaches and Greater Lauderdale Realtors, 2018 data

Using Dania Beach metrics, low income households and above could afford the MLS sales value for a townhouse while none of the households could afford a single family home.

Table 70: Supportable Housing Prices (2-bedroom) using Dania Beach Household Income

	Income Target % AMI	Annual HH Income	Maximum Sales Price	Median Value	Affordability Gap per Unit
Affordable Units					
Condominiums (Based on Current MLS Data)				$167,000	
Very Low Income (60% of AMI)	60%	$26,380	$134,000		($33,000)
Low Income (80% of AMI)	80%	$35,173	$179,000		$12,000
Moderate Income (120% of AMI)	120%	$52,759	$268,118		$101,118
Median Income		$43,966	$223,432		$56,432
Single Family Units (Based on Current MLS Data)				$292,500	
Very Low Income (60% of AMI)	60%	$26,380	$134,000		($158,500)
Low Income (80% of AMI)	80%	$35,173	$179,000		($113,500)
Moderate Income (120% of AMI)	120%	$52,759	$268,118		($24,382)
Low/Moderate Average Income		$43,966	$223,432		($69,068)

AMI - Area Median Income for Broward County as established and published by HUD.

Notes: Ongoing Expenses are based on estimates of utilities, homeowner association dues, property taxes, etc. based on unit value.

Annual debt service assumes a 30 year mortgage at 4.25% with a 20% down payment.

Source: Palm Beaches and Greater Lauderdale Realtors, 2018 data

Total linkage costs

Nonresidential Linkage Fees

The last step in the linkage fee analysis marries the findings on the numbers of households at each of the income ranges associated with the four types of buildings to the affordability gaps, or the costs of delivering housing in Dania Beach. Table 71 summarizes the analysis for a rental 2-bedroom unit and for a 2-bedroom condominium unit or single-family house. The numbers of households associated with each building type by income category, indicated on the left side of the table, are drawn from the end of the previous section's analysis, still assuming 100,000 sq. ft. buildings. The affordability gaps are from the prior discussion. The commercial development linkage fee per square foot shows the results of the calculation: number of units times affordability gap, divided by 100,000 sq. ft. to bring the conclusion back to the per square foot level.

Table 72: Estimated Linkage Fee Summary Based on Attainable Ownership Units (2 bedroom)

Before Commute Adjustment	Industrial	Commercial	Office	Hotel	Limited Service Hotel	Gap	Affordability Industrial	Commercial	Office	Hotel	Limited Service Hotel
Condominiums/Townhouses											
Very Low (50% of Median Income)	26	40	3	151	4	-$55,284	-$14.37	-$22.11	-$1.66	-$83.48	-$2.21
Low (50% to 80% of Median Income)	16	34	14	1	4	-$33,000	-$5.28	-$11.22	-$4.62	-$0.33	-$1.41
Moderate (80% to 120% of Median Income)	6	39	92	4	1	$56,500	$0.00	$0.00	$0.00	$0.00	$0.00
Total	48	113	109	156	9		-$19.65	-$33.33	-$6.28	-$83.81	-$3.63
Single Family											
Very Low (Under 50% of Median Income)	26	40	3	151	4	-$180,784	-$47.00	-$72.31	-$5.42	-$272.98	-$7.23
Low (50% to 80% of Median Income)	16	34	14	1	4	-$158,500	-$25.36	-$53.89	-$22.19	-$1.59	-$6.79
Moderate (80% to 120% of Median Income)	6	39	92	4	1	-$69,000	-$4.14	-$26.91	-$63.48	-$2.76	-$0.62
Total	48	113	109	156	9		-$76.50	-$153.11	-$91.09	-$277.33	-$14.65
After Commute Adjustment	0						$0.11				
Condominums											
Very Low (Under 50% of Median Income)	3	4	0	17	0	-$55,284	-$1.58	-$2.43	-$0.18	-$9.18	-$0.24
Low (50% to 80% of Median Income)	2	4	2	0	0	-$33,000	-$0.58	-$1.23	-$0.51	-$0.04	-$0.16
Moderate (80% to 120% of Median Income)	1	4	10	0	0	$56,500	$0.00	$0.00	$0.00	$0.00	$0.00
Total	5	12	12	17	1		-$2.16	-$3.67	-$0.69	-$9.22	-$0.40
Single Family											
Very Low (Under 50% of Median Income)	3	4	0	17	0	-$180,784	-$5.17	-$7.95	-$0.60	-$30.03	-$0.80
Low (50% to 80% of Median Income)	2	4	2	0	0	-$158,500	-$2.79	-$5.93	-$2.44	-$0.17	-$0.75
Moderate (80% to 120% of Median Income)	1	4	10	0	0	-$69,000	-$0.46	-$2.96	-$6.98	-$0.30	-$0.07
Total	5	12	12	17	1		-$8.42	-$16.84	-$10.02	-$30.51	-$1.61

Source: Strategic Planning Group, Inc., 2017

The total linkage costs are calculated for the total impacts, as indicated in the upper portion of the table, and after an adjustment for the fact that only a share of the worker households will seek housing in Dania Beach. The Census indicates that 5.4 percent of those who work in Dania Beach also live in Dania Beach. The commute factor for Broward County was 35.5 percent in 2015. As the City is seeing a growth in both residential units and job creating developments, SPG recommends that the City should attempt to increase the amount of residents that work and live in the City to 11 percent or doubling the number of jobs available to city residents. Therefore, the commute factor used in this analysis is 11 percent, which reflects the anticipated increase in commercial development activity.

Based on the methodology used in the analysis (table 72), the attainable housing linkage fee for:

- an industrial land use the fee would be $8.62 per square foot of building area;
- a commercial land use the fee would be $16.84 per square foot of building area;
- an office land use the fee would be $10.02 per square foot of building area;
- a hotel the fee would be $30.51 per square foot of building area
- a limited or extended stay hotel fee would be $1.61

The numbers in table 73 present the total jobs housing linkage costs per square foot of building area for each of the five building types. These total commercial development linkage costs represent the ceiling for any requirements placed on new construction for attainable housing.

The totals are not the recommended level for fees. They represent only the maximums established by this analysis, which impact fees may be set. An alternative would be a single linkage fee of $13.55.

Table 73: Maximum Non Residential Linkage Fee

	Industrial	Commercial	Office	Hotel	Extended Stay Hotel
Rental					
Very low income	-$2.16	-$3.67	-$0.69	-$9.22	-$0.40
Ownership					
Very low income	-$5.17	-$7.95	-$0.60	-$30.03	-$0.80
Low income	-$2.79	-$5.93	-$2.44	-$0.17	-$0.75
Moderate income	-$0.46	-$2.96	-$6.98	-$0.30	-$0.07
Total	-$8.42	-$16.84	-$10.02	-$30.51	-$1.61

In working with the City of Coconut Creek, the City chose to only apply 20 percent of the Linkage Fee, as shown below.

Table 74: Proposed Non Residential Linkage Fee

	Industrial	Commercial	Office	Hotel	Extended Stay Hotel
Rental					
Very low income	-$0.43	-$0.73	-$0.14	-$1.84	-$0.08
Ownership					
Very low income	-$1.03	-$1.59	-$0.12	-$6.01	-$0.16
Low income	-$0.56	-$1.19	-$0.49	-$0.03	-$0.15
Moderate income	-$0.09	-$0.59	-$1.40	-$0.06	-$0.01
Total	-$1.68	-$3.37	-$2.00	-$6.10	-$0.32

An alternative to the proposed nonresidential linkage fees by Land Use, a single fee of $2.70 could be uses.

The results of this analysis are heavily driven by the density of employees within building in combination with the occupational make-up of workers in the buildings. Retail has both high employment density and a high proportion of low paying jobs

Residential Linkage Fee

Table 75 shows the housing linkage fee for rental housing, corrected for the commute factor discussed earlier. The fee is $290 PSF be for the correction and $31.87 PSF with the correction or $37,415 in lieu of fee.

Table 76: Total Housing Linkage Fee for Rental Housing

(Dania Beach) Apartment Project	Monthly Rent *	Annual Rent	Less Operating Expenses	NOI	Average Market Value	Affordable Gap per Unit	Average Unit Size	Commute Factor Linkage Fee
Market Rental Rates	$1,939	$23,268	$8,144	$15,124	$216,060		1,174	11%
Affordable Gap - Apartment Units								
Very Low Income (50% of AMI)	$553	$6,634	$2,322	$4,312	$61,598	$154,462	$132	$14.47
Low Income (80% of AMI)	$884	$10,614	$3,715	$6,899	$98,557	$117,503	$100	$11.01
Moderate Income (120% of AMI)	$1,327	$15,921	$5,572	$10,348	$147,835	$68,225	$58	$6.39
Median Income	$1,106	$13,267	$4,644	$8,624	$123,196	$92,864	$289.77	$31.87
AMI - Area Median Income published by HUD.								

Monthly rent does not include utilities. Operating Expenses are based on average operating expenses from similar size apartment projects.

Net Opearating Income (NOI) is capitalized at 7% to derive Average Market Value.

Affordability Gap is the difference between value supported market rents and value supported at affordable income rent levels.

Source: Strategic Planning Group, Inc., 2019.

As discussed earlier in the report, additional funds may be available from other funding sources like CDBG.

In addition to fees generated with a commercial development linkage fees, there are a number of programs focused on establishing an attainable workforce and attainable housing program. The following section identifies various programs and how they can be implemented.

PROPOSED DANIA BEACH WORKFORCE HOUSING TOOLKIT

Strategic Planning Group, Inc. recommends the following workforce housing toolkit be used by the City of Dania Beach. The need for attainable workforce housing within both the County and City is well documented. This report defines the need for attainable housing based on City of Dania Beach metrics[32].

The City's median family income was estimated at $47,654 and its median household income was $42,936[33]. As reported by the ACS, the median value of owner occupied homes in Dania Beach was $174,000 (as of 2017). As reported by the Palm Beaches and Greater Ft. Lauderdale Board of Realtors, the median sales price for a single family home was $292,500 and an average two-bedroom apartment rented for $1,929. Based on HUD standards it would take a household income of $85,500 to afford a rent of $1,929.[34] Monthly rentals, as of January 2019, average $1,949[35].

Dania Beach is built-out and new development will be urban infill or redevelopment, which will result in high development costs due to rising land and development cost including demolitions. The cost of new single family detached housing is among the highest in the County and the City's modest median household income is not and will not be attainable as workforce housing. Current median sales prices of townhouses/condominiums ($167,000) are attainable to households earning 80 percent of the City's median household income ($35,379)

RESIDENTIAL LINKAGE FEE

This report suggests that a mandatory (10%) workforce housing linkage fee be assessed to all new residential developments over 10 units. For example, an apartment development of 150 units must provide 15 attainable workforce units. The developer, working with the City could receive FAR, parking, impact and permit fee waiver or reductions, etc., and workforce units could be smaller than market grade units but not less than 600 sq. ft. for one-bedroom units, and 750 sq. ft. for two bedroom units or as decided by the City.

City workers, teachers and heads of households that work within Dania Beach would be given first right of refusal for attainable housing units[36].

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[32] American Community Survey (ACS) 2013-2017 ; City of Dania Beach wage data; REIS, Inc. Apartment Data, 4th Qtr. 2018; Palm Beach and Greater Ft, Lauderdale Association of Realtor MLS Data/Mink and Mink Realtors.

[33] ACS 2013-17

[34] Based on 30% household income for housing and utility costs.

[35] Zillow, Trulia and Realtor.com (for all rentals including apartments).

[36] Subject to credit approval.

Condominiums currently present problems in implementing residential linkage programs because: 1) current credit criteria make it difficult for buyers to obtain condominium mortgages; 2) higher priced condominium developments (over $4,000 per unit) present socio economic issues as well as difficulties with allocating the cost of amenities and common area fee assessments. It is recommended that an "in lieu of" fee of $43,600 per workforce condominium housing unit be charged and deposited in the new (proposed) City Housing Trust Fund. Condominium and townhouse developments could receive FAR, parking, impact and permit fee waiver or reductions, etc., if units are part of the development (does not apply to "in lieu of fee") and workforce units could be smaller than market grade units but not less than 600 sq. ft. for one-bedroom units, and 750 sq. ft. for two bedroom units or as decided by the City. City workers, teachers and heads of households that work within Dania Beach would be given "first right of refusal" for attainable workforce housing units.

Bonus Density

Where feasible the City would allow for a 20 percent density for the mandatory attainable workforce housing units. For example, if current zoning allows for a maximum 80 units per acre, the Workforce Housing Bonus would allow the developer to construct up to 96 units (20% bonus) of which 10 percent or 8 units would be available to households earning 60 percent to 120 percent of the City's median household income. The developer, working with the City could receive FAR, parking, impact and permit fee waiver or reductions, etc., and workforce units could be smaller than market grade units but not less than 600 sq. ft. for one-bedroom units, and 750 sq. ft. for two bedroom units or as decided by the City.

City workers, teachers and heads of households that work within Dania Beach would be given "first right of refusal" for attainable workforce housing units.

NON RESIDENTIAL LINKAGE FEE

Numerous communities throughout the nation and in Florida (Winter Park, Tallahassee, Delray Beach, Coconut Creek and Jupiter) have enacted nonresidential attainable housing linkage fees. This report recommends the findings shown below. The City would charge a linkage fee for each type of land use summarized below on all new construction. An alternative would be to charge a singular average linkage fee based on an average of the fees to all nonresidential developments. The fee would be subject to an escalator (for example CPI inflator). This fee would be deposited in the City's new (proposed) Affordable/Workforce Housing Trust Fund.

The City could choose to reduce these fees. Using Coconut Creek as an example, the City chose to set it at 20 percent as shown below

Table 74 Reduced Nonresidential Proposed Linkage Fee (presented earlier)

	Industrial	Commercial	Office	Hotel	Extended Stay Hotel
Rental					
Very low income	-$0.43	-$0.73	-$0.14	-$1.84	-$0.08
Ownership					
Very low income	-$1.03	-$1.59	-$0.12	-$6.01	-$0.16
Low income	-$0.56	-$1.19	-$0.49	-$0.03	-$0.15
Moderate income	-$0.09	-$0.59	-$1.40	-$0.06	-$0.01
Total	-$1.68	-$3.37	-$2.00	-$6.10	-$0.32

EXAMPLES FROM OTHER MUNICIPALITIES/COUNTIES

The following tables show some of over 200+ communities that have enacted affordable/workforce housing linkage fee.

Entity	Population	Year	Type of Fee	Amount	Fee Collection and Administration	Fee Alternatives	Added Incentive	Exemptions
Winter Park, FL	30,203	1990	Commercial and Residential	$0.50 per sq. ft.	Funds have gone to a number of not-for-profit groups in the community including Habitat for Humanity, the Hannibal Square Land Trust and the Winter Park Housing Authority to help fund homes in Winter Park			Affordable housing; nursing homes; ALF; civic institutions
Jupiter, FL	63,813	2015	Commericial and Industrial Development exceeding 10,000 sq. ft.	$1.00 per sq. ft. after the first 10,000 sq. ft.; Residential fee of $200,000 for each workforce housing dwelling unt offered for sale or $150,000 for each rental workforce housing dwelling unit	Collected at time of issuance of new building permit and deposited into housing trust fund. The fees in the Trust Fund may be used to: 1) second mortgage assistance; 2)Down payment assistance; 3) Acquisition and construction Workforce Housing dwelling units; 4) Resale gap for Workforce Housing dwelling units; 5)Enhancement of county, state and federal affordable housing programs; 6) Rehabilitation of existing Workforce Housing dwelling units; and 7) Administration functions necessary for this program.			Education, religious, charitable or government uses
Coral Springs	128,757		Residential	$1.00 per sq. ft. for 100 units or more				
Riviera Beach	35,431		Industrial, commercial and residential	$5.00 sq. ft. industrial; $10.00 sq. ft. commercial. Residential $30,000. For high rise residential 3.5% of sale price/value (minimum of $30,000)				

8. City of Winter Park, FL Housing; http://cityof winterpark.org/departments/planning-community-development/housing/. Accessed on June 14, 2018
9.Town of Jupiter. Memo (2015); http://www.jupiter.fl.s/DocumentCenter/View/7347/Tab 4. Accessed on June 14, 2018

Entity	Pop.	Year	Type of Fee	Amount	Fee Collection and Administration	Fee Alternatives	Added Incentive	Exemptions
Coconut Creek, FL[10]	59,405	2006	All Non-Residential	Industrial $0.37 per sq. ft. Commercial $1.36 per sq. ft. Office $0.15 per sq. ft. Hotel $2.42 per sq. ft. Limited service hotel $0.70 per sq. ft.	Collected at the time of issuance of new building permit.	A developer of non-residential project or mixed-use project may construct affordable housing units, upon approval of developer's agreement by city commission.		

[10] Municode, Coconut Creek, Florida. Ord. No. 2006-005, § 2, 3-9-06. https://library.municode.com/fl/coconut_creek/codes/code_of_ordinances?nodeId=CD_ORD_CH13LADECO_ARTIADREPR_DIV5IMFE_S13-112AFHOLIFE. Accessed on June 14, 2018.

Entity	Pop.	Year	Type of Fee	Amount	Fee Collection and Administration	Fee Alternatives	Added Incentive	Exemptions
Arlington County, VA[11]	229,164	2006	Commercial only	$1.77 per sq. ft. indexed to Consumer Price Index (CPI) and adjusted annually		May build units if preferred.		
Boston, MA[12]	673,184	1987	Large scale Commercial, Retail, Hotel or Institutional seeking zoning relief	$10.01 per square foot after the first 100,000 square feet, with $8.34 per square foot designated for housing and $1.67 for job training; indexed to CPI and increased every three years.	Linkage payments are split into two trust funds. Fees are paid on either a 7-year (downtown) or 12-year (neighborhood) schedule, usually beginning at issuance of a building permit. To address concerns over concentrations of poverty, Boston requires at least half of its fee revenues to be invested in neighborhoods that have less than the citywide average of affordable housing or have a demonstrated need for producing or preserving affordable housing.	May build units if preferred.		

[11] ArlingtonVA.us. *Housing*. https://housing.arlingtonva.us/development/land-use-zoning-tools/. Accessed on June 14, 2018.
[12] Boston Municipal Research Bureau (2015). *City's Linkage Program under Review*. http://bmrb.org/citys-linkage-program-under-review/. Accessed June 14, 2018.

Entity	Pop.	Year	Type of Fee	Amount	Fee Collection and Administration	Fee Alternatives	Added Incentive	Exemptions
Denver, CO[13]	693,060	2017	All new development and new additions	Multi-unit dwellings, $1.55 Single-unit, two-unit or any primary residential use other than multi-unit Dwellings, $0.62 Commercial sales, services and repair, $1.76 Civic, public or institutional, $1.76 Industrial, manufacturing and wholesale, $0.41 Agricultural, $0.41 Indexed to CPI and adjusted annually.	Due in full before building permits will be issued. The fund will support permanent housing and supportive services for at-risk residents, low- and moderate-income workforce rental housing, and moderate-income for-sale housing.	An applicant for a building permit has the option of including affordable housing units either on, or within a quarter-mile radius of, the subject property, according to a set formula.		•ADUs •Charitable or religious organization with deed restriction or commercial project that provides social services •Lack of employment impact •Reconstruction of building destroyed by disaster •Affordable housing project •Government building

[13] City and County of Denver. *Affordable Housing Fee*. http://www.denvergov.org/content/denvergov/en/denver-development-services/help-me-find-/Development-Services-updates/affordable_housing_fee.html. Accessed on June 14, 2018.

Entity	Pop.	Year	Type of Fee	Amount	Fee Collection and Administration	Fee Alternatives	Added Incentive	Exemptions
Boulder, CO[14]	108,090	2018 (2021)	All Non-Residential	Retail/restaurant: $20 Office: $30 Hospital: $20 Institutional: $10 Warehousing: $10 Light Industrial: $17.50 (Phased in over three years)				Non-profit/govern-ment uses provided relief.
Seattle, WA[15][16]	704,352	2015	Commercial only	$8.00 to $17.50 per square foot in the Downtown and South Lake Union urban centers, depending on the zone their project is in. Elsewhere, they will pay $5 to $10. Linked to upzones. Paid on all sq. footage in the building, included added FAR.	The fees will go into a fund managed the Seattle Office of Housing for both preserving and building affordable housing. Some money will be competitively awarded to developers who build units with rent restrictions based on the tenants' income. Developments favorable for funding will be located in urban villages, near frequent transit service, and in communities threatened by economic displacement.	Commercial developers could choose to include affordable units in their commercial building as a mixed-use project or commit to building affordable units elsewhere within	Amount of commercial development allowed increased by one Floor Area Ratio (FAR)	Exemptions for the first 4,000 square feet of required commercial space where buildings front designated pedestrian streets.

[14] City of Boulder. *Council Agenda Item: meeting date on April 17, 2018.* https://www-static.bouldercolorado.gov/docs/Commercial_Linkage_Fee_4172018-1-201804151102.pdf?_ga=2.73024403.1243729710.1528900838-1583373531.1528900838. Accessed on June 14, 2018.

[15] The Urbanist (2015). *How Seattle's Mandatory Affordable Housing Program Will Work.* https://www.theurbanist.org/2015/10/01/how-seattles-mandatory-affordable-housing-program-will-work. Accessed on June 14, 2018.

[16] Seattle.gov. *Housing Affordability and Livability.* http://www.seattle.gov/hala/about/mandatory-housing-affordability-(mha). Accessed on June 14, 2018.

Straight Workforce Housing Permit Fee

As also discussed earlier in this report, the City of Winter Park was the first City in Florida to establish an attainable housing linkage fee that applied to all new construction (or major reconstruction) residential or commercial. The single fee ($1 per square foot) was treated like all other "permit fees" and the revenues placed in the City's Housing Trust Fund. The City of Jupiter recently enacted a linkage fee program using a single fee for residential and non-residential developments. Using this approach, for the City of Dania Beach, would be to apply the average linkage fee shown in Table 74 and apply it to all new construction (or major redevelopment/rehabs).

The City of Denver uses both a straight Workforce Housing Fee as well as Workforce Housing Residential Incentives. It uses a mandatory workforce housing incentive program as well as a "workforce housing permit type of fee" approach.

The City of Boulder uses a host of attainable housing revenue sources including a Housing Excise Fee. The fee is $.23 per square foot for residential and $.51 for non-residential.

Other Workforce Housing Trust Fund Revenue

The report discussed other sources of workforce housing funds or alternatives. This includes working with some of the major City employers to assist in supporting workforce housing, utilizing housing trust funds so that the City would receive an equity position in housing developed with workforce housing funds so that the fund could become a revolving account as well as other fee sources like increased parking revenues, etc.

IMPLEMENTING AND MANAGING THE CITY'S PROPOSED WORKFORCE HOUSING PROGRAM

WORKFORCE HOUSING TRUST FUND

When the City implements the Workforce Housing Program (by ordinance or resolution), it should establish a Workforce Housing Trust Fund. Any revenues (linkage fees, compliance fees, rental revenues, equity sharing revenue, etc.) for workforce housing should be deposited in the Trust Fund and used only for Workforce Housing usages including management/compliance costs, down payment assistance, rental assistance, Impact fee waivers, etc.

FUNDING ANNUAL COMPLIANCE

Whether managed with City staff or others, there is a need to each workforce housing unit to be monitored annually for compliance which requires staff time and cost.

SPG, in research of how other communities absorb these costs, feels that Santa Monica, CA has developed a good compliance cost system that is applicable to Dania Beach. They charge an annual monitoring fee of $33 for ownership housing and $144 per rental unit.

APPENDIX

APPENDIX A: UNDERSTANDING THE HOUSING MARKET

THE HISTORY OF THE GOVERNMENT'S ROLE IN HOUSING

The nation's housing delivery system is essentially a local mechanism. However, the availability of decent housing for all citizens is clearly a shared concern and responsibility of state and federal, as well as local governments. The relationship of these governments to each other and to the private enterprise system that builds, insures, finances, markets and manages the nation's housing is one of partnership.

Programs and activities of the Federal Government constitute a major determinant of the housing delivery process, a brief description of these programs is appropriate at this point. With few exceptions, the Federal Government itself does not build housing; rather, it seeks to have others do so. The Federal Government's position has been to facilitate, regulate or supplement the private market. Over the years, Congress has established a variety of policies, programs and activities in support of the housing industry and in support of the goal stated in the Housing Act of 1949, "a decent home and suitable living environment for every American family". These programs relate to six types of activities: housing finance, direct housing subsidies, housing maintenance, community development, equal housing opportunity, and research and demonstrations.

The National Affordable Housing Act has undergone constant revisions to meet the changing needs for housing within the United States. The approval of the National Affordable Housing Act has provided much needed financial assistance by way of grants, programs and insurance programs for the provisions of attainable housing. In 1992, the Federal HOME Investment Partnership Act was established to again add funding to supply attainable housing. Most of the federal grants are designated by size of community with larger communities being entitled CDBG or participating HOME.

Finally, the Low Income Housing Tax Credit (LIHTC) Program was established to attract private sector funding by allocating federal tax credits for the construction or rehabilitation of attainable rental housing.

Government (Federal, State and Local) plays an ever-increasing role in the housing market ranging from financial support (some of which was described above) to the very act of constructing housing as will be shown later in this report.

COMPONENTS OF HOUSING

Housing is a complex and dynamic process. How and where people live is influenced by many inter-related factors. While housing is basically a shelter, it also plays an important role in one's physical, social and economic environment. To examine housing within Dania Beach, the principal components of supply, demand or market, finance and government's role need to be addressed.

Housing Supply

The basic unit of measurement for housing is the dwelling unit, whether it is a single-family house, an apartment, or a unit in a duplex, townhouse or condominium. Details of the City/County's inventory are discussed later in this report.

Type of Units

Like most of Florida, single family homes represent much of the housing stock in Broward County while City of Dania Beach housing is very mixed between single family, multifamily and mobile homes. Rental units within the City of Dania Beach range from small rentals or single family units to larger multi-family rental complexes.

Housing Demand

Demand for housing is determined by what households are willing and able to pay, the location, physical amenities, access to employment, educational facilities, recreation and social characteristics of a given neighborhood. However, choice depends largely on household income, since the private sector provides most of the housing.

Another factor that indirectly affects housing demand is that housing is no longer viewed solely as a form of investment. Increasingly it is now looked at as solely "shelter" with an ever-increasing percentage of households opting for rental housing.

The "investment" concept was highly evident during the housing boom of 2003-06. The demand for housing can be generally divided between renters and owners. The federal government encourages ownership believing that owners are better managers of housing, contribute more in taxes, make more of a contribution and have a greater interest in the community. The federal policies supporting this belief are well established, including income tax deductions not available to renters.

Vacancy

Vacancy is an inverse indication of housing demand. A decreasing vacancy rate indicates an increasing demand and vice versa. There are many categories of vacancy; however, Broward County and the City of Dania Beach must be concerned with seasonal vacancy, as well as typical housing vacancy. There are several factors that impact vacancy rates. These factors include shifts in the size, age and income of the population; new construction and demolition of housing; population; housing costs; and changes in the physical characteristics of an area including deteriorated structures. The availability of municipal services and various modes of transportation may also affect vacancy rates.

Filtering is a process created by a chain of moves as housing passes through different households. Presumably, as better housing becomes available, households will move from less desirable units. Therefore, new housing construction should help improve the total housing choice, because it sets up a chain of moves which will eventually allow the most deteriorated and less desirable housing to be vacated and removed from the supply.

COMMUNITY FACILITIES

The importance of community facilities in relation to the housing demand is that they are likely to influence where households will live, where new construction will occur and what quality of life residents can expect to enjoy.

In order to promote efficient growth, an adequate water, sewer, energy, communications (including broadband), transportation system must be provided. Outside of Dania Beach, Broward County has the primary responsibility for coordinating and/or providing for these services. Residential growth is dependent upon more than just the basic public utilities; however, housing needs to be supported with local services, which make a neighborhood or community an attractive place to live.

The existence of a water, sewer, communications and energy system are considered essential components of a significant housing development. In terms of community services, the following items are generally recognized as necessary for residents, regardless of income levels: Police Department, Fire Department, medical facilities, primary and secondary schools, accessible centers of employment, public transportation, and/or highway system, shopping areas, recreation areas and communications.

The actual costs for providing community facilities vary with the type of development undertaken. Thus, as the development costs decline, an area's ability to absorb additional growth would increase. Past studies prepared for various federal agencies have demonstrated the costs involved in residential development. Five types of development have been analyzed to densities. These costs included the amount of capital, which would be needed for construction of support facilities, and the continued provision of municipal services. Any environmental or personal costs, which could result, were also measured (usually in qualitative terms). The types of development ranged from low density sprawl to high density.

High density development requires greater planning effort. A density of 20-30 units per acre might evidence this type of housing. However, under this type of residential growth, less total land is used for economical use due to lower land costs per unit and utilization of common resources. According to the previously mentioned studies, opting for high density versus low-density development can save 44 percent of the economic costs associated with housing and necessary services. Energy costs are reduced with higher density; having common walls, efficient site orientation and building design can result in savings of 44 percent per household over the typical subdivision. Even in a development pattern, which combines different density levels, a savings of 14 percent in energy costs may be achieved.

HOUSING COSTS AND FINANCING

Few people will, or even can, buy a residential unit without a mortgage. The cost and availability of mortgage money is a major determinant of whether households can purchase a home, whether investors will produce new housing units and whether families will move. Housing, regardless if it's purchased by an investor or resident, is a leveraged commodity. The ratio of this

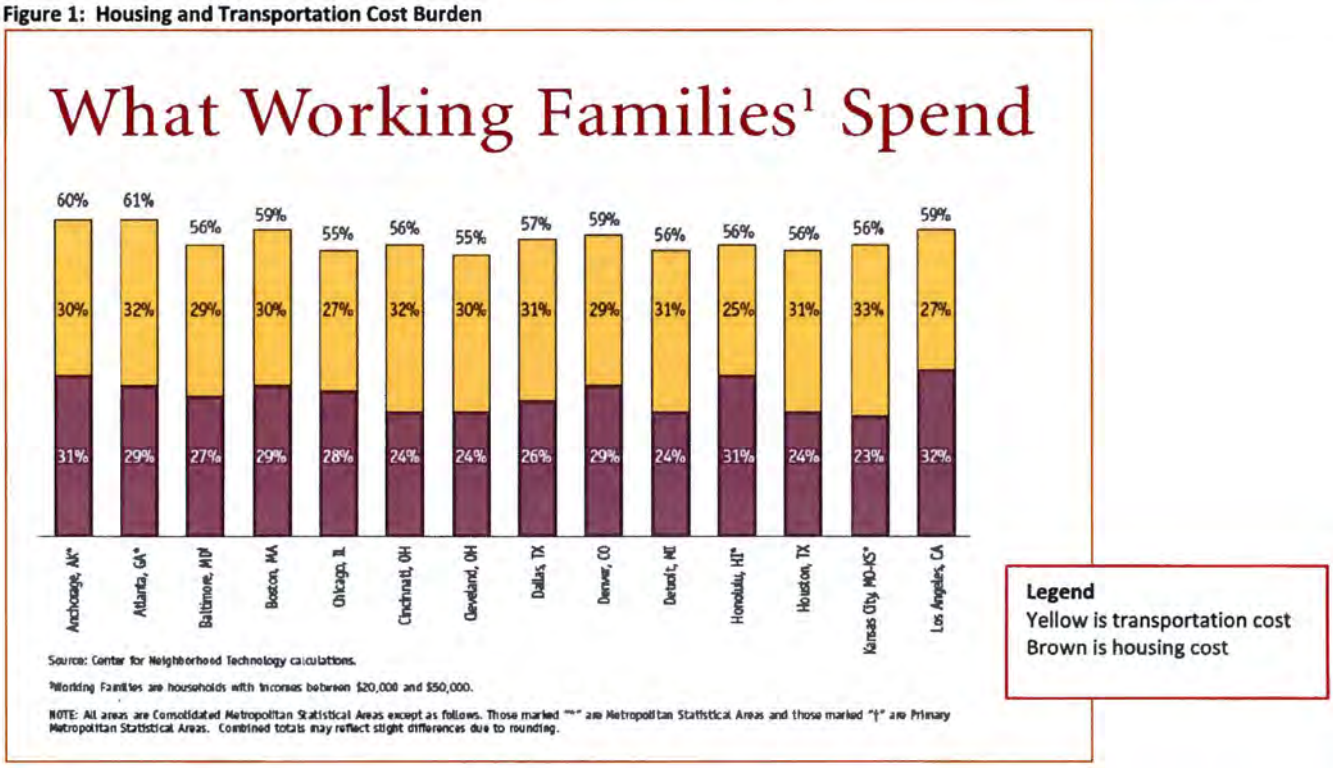
mortgage loan to total value of the property is usually high (frequently 80-90 percent). This means that the owner's equity is relatively low; hence, the owner "leverages" his/her money with a high ratio of borrowed money.

When housing costs are compared against disposable family incomes, it can be determined whether households will be faced with prices beyond their ability to pay. Disposable incomes are viewed as the total amount of money, which a household can spend on goods and service. Standard measures of housing affordability used by financial and government officials traditionally have been 25 - 30 percent of a household's gross income for rent and 2 1/2 to 4 times (depending on interest rates) the annual family income for mortgage loans. However, the average American actually spends over 30 percent of his/her after tax income for housing. For the first time buyer of a new home that average goes up to 40 percent of disposable income. If housing costs take a larger portion of the family income it might be expected that the demand of lower cost housing will increase. Housing costs have increased faster than disposable incomes. Major influences causing the higher costs are land development and construction costs (including impact fees), energy, materials and higher land costs. Historically, interest rates have been "the" major component of overall cost. For the last several years, there have been abnormally low interest rates, which should have fueled strong housing market over the last four years, yet ownership of housing declined. This was due to tighter credit requirements and changes in the perception of housing as a long-term investment; the demand for ownership housing has shifted toward rentals.

Transportation Cost

Although not typically associated with housing, transportation costs play an important role in the housing demand equation. Nationally, for every dollar a working family saves on housing cost, it spends 77 cents more on transportation costs. Studies have found that on average, working families in metropolitan areas spend about 57 percent of their incomes on the combined costs of housing and transportation, with roughly 28 percent of income going for housing and 29 percent going for transportation.

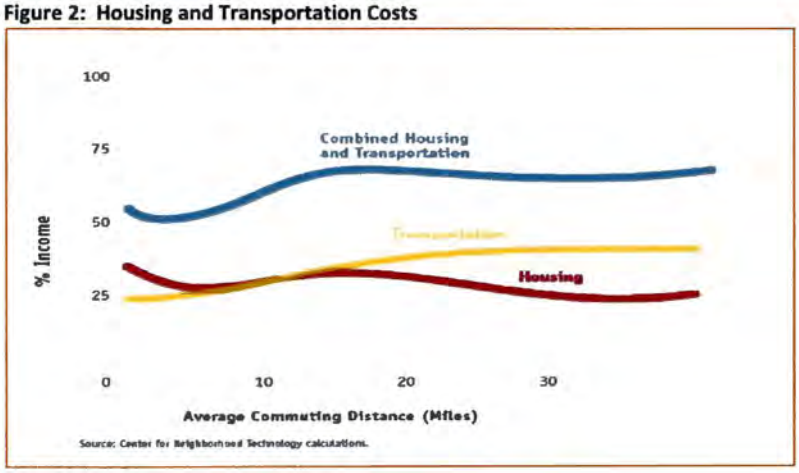
Figure 1: Housing and Transportation Cost Burden



Many working households that move far from work to find attainable housing end up spending their savings on increased transportation costs. Within metropolitan areas, housing costs tend to fall as one move further away from employment centers, although some housing in neighborhoods close to suburban job centers can command a premium housing price.

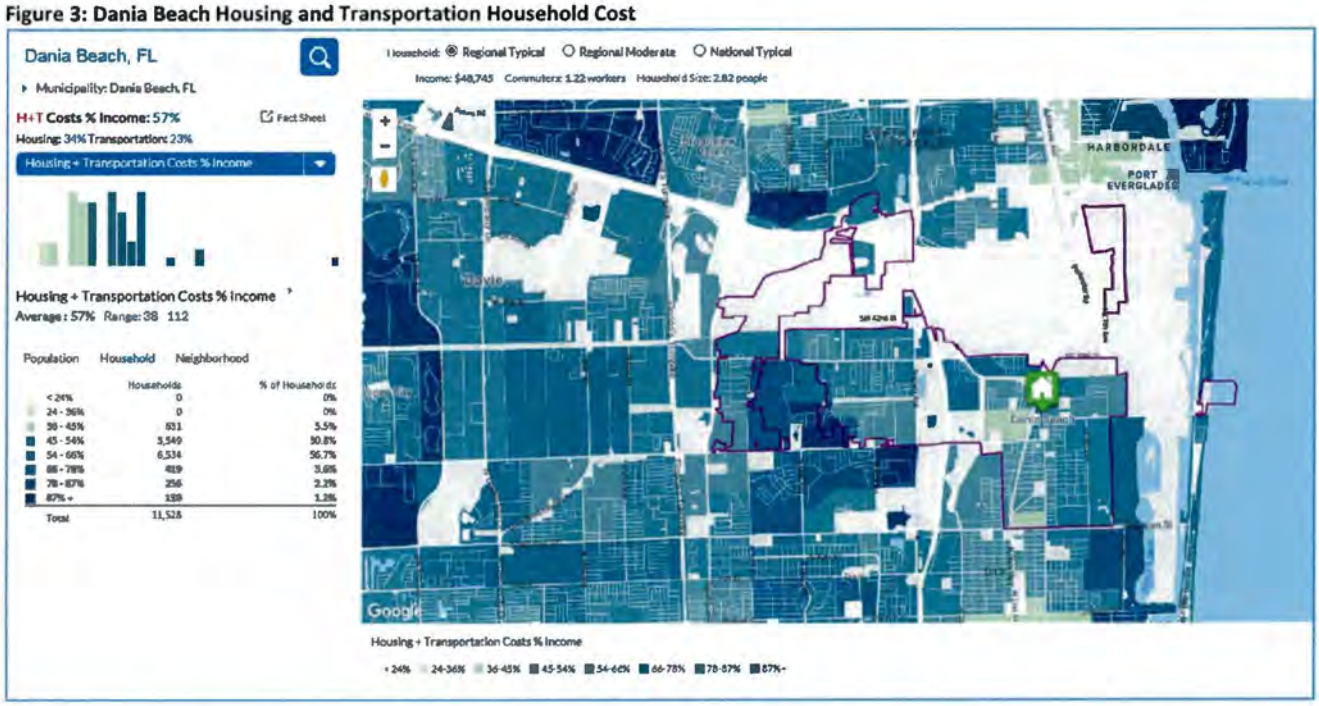
Transportation costs, on the other hand, tend to increase along with commuting distance. At some distance, generally 12 to 15 miles, the increase in transportation costs outweighs the savings on housing and the share of household income required to meet these combined expenditures rises.

Figure 2: Housing and Transportation Costs



Based on a Center of Neighborhood Technology (CNT) model run, Dania Beach has a Housing/Transportation cost factor of 57 percent; meaning that the average household will spend 34 percent of its household income on housing and 23 percent on transportation based on the City's median income.

Figure 3: Dania Beach Housing and Transportation Household Cost



Housing is very sensitive to the current financial market. Housing is financed from savings and loan associations, commercial banks, insurance companies, mutual savings banks and other financial institutions.

Housing is considered to be "counter-cyclical" by experts. When the economy is booming the demand for money increases, interest rates rise, and money flows from savings and loans into more profitable investments. Therefore, less money is available for housing construction. When the economy is in a decline there is less demand for money, interest rates fall, other investment opportunities decline and more money flows into savings. Therefore, more money is available for mortgages. The interest rate and availability of money for housing is determined by factors outside the market. Also, because of large existing supply of housing in relation to new housing, the costs of existing housing often does not rise fast enough to make new housing competitive.

Understating Housing Finance

Besides the role the general economy plays in the provision of money for housing, it is important to have a basic understanding of real estate financing and the specific practices of local financial institutions. Each institution determines its own lending practices. They can determine who will get residential loans and establish policies regarding site design and location. In addition to the general economy and local institutions, the federal government regulates financial institutions

and through these regulations, affects housing costs. The government determines which kinds of institutions may make what loans and frequently sets the interest rates. The federal government has also been involved in financing housing through various programs (as previously addressed). It is apparent that the factors influencing home financing are numerous and interrelated.

The financing of housing includes two basic types: 1) short-term loans for construction of new housing; and 2) long term mortgage loans, which usually replaces the construction loan. The mortgage loan is usually the key loan approval to receive because this financing will be used to pay off the construction loan when the structure is completed.

Construction Financing

Construction financing is the short term financing used by developers or builders to begin construction of housing units. Normally, construction loans run approximately two percentage points above the prime interest rate. The term of the loan is relatively short, hence its higher rate. Once an interested party agrees to purchase a housing unit, the necessary closing costs are passed onto the potential owner and a long-term mortgage loan is arranged.

Mortgage Financing

The mortgage is the long-term financing mechanism by which a household is able to "leverage" its income to purchase a dwelling unit.

Secondary Mortgage Market

The secondary mortgage market is strongly influenced by the federal government through three federal government supported agencies: The Government National Mortgage Association (GNMA) commonly referred to as "Ginny Mae." GNMA is a part of the Department of Housing and Urban Development. GNMA was organized to provide a secondary mortgage market for the government subsidized interest rate program (e.g., FHA, VA and FmHA loans).

The Federal National Mortgage Association (FNMA) is commonly referred to as "Fannie Mae." This is a privately owned but federally regulated stock corporation. Its principal purpose is to assist the flow of money to the primary lenders by purchasing mortgages when local capital is in short supply.

The Federal Home Loan Mortgage Corporation (FHLMC) commonly referred to as "Freddy Mac." This is also privately owned but federally regulated and was organized to assist savings institutions in the Federal Home Loan Bank system.

The significance of the secondary mortgage market is that since primary lending institutions may wish to sell their mortgages to secondary market, they must be careful to ensure that these institutions will readily purchase their mortgages. These secondary mortgage market entities perceive their function - i.e., contributing to liquidity in the mortgage market and stabilizing the flow of capital into housing production - as necessitating a conservative position towards underwriting the mortgages. Hence, the primary institutions that want to deal with the

secondary market also feel compelled to be conservative and selective in providing mortgage monies.

MORTGAGE INSURANCE/FINANCING

Mortgage insurance programs operated by the federal government make insurance available for mortgage loans made by lending institutions. The primary purpose of the government mortgage insurance program is to shift the risk of a loss on a loan default from the lending institution to the federal government. This results not only in pooling the risk among a much larger number of loans but, more importantly, enables the loan to the granted with a much lower down payment than if the risk was all on the lending institution.

There are three principal federal credit agencies:

1) The HUD Minimum Property Standards, which are the guidelines used by Federal Housing Administration (FHA) in their mortgage underwriting process for evaluating the property, are the industry standard and are used by the other government agencies as well as by private insurers.
2) The Veterans Administration (VA) administers a special insurance program established for ex-servicemen and women.
3) The Farmer's Home Administration (FmHA) also administers a special insurance program designed for rural and farm housing needs.

In addition, there are also private mortgage insurance companies (PMI's) that fulfill much the same function as the federal agencies. They pool the risk of mortgage default and hence allow a lower down payment to be made. Typically, however, they do not insure the entire mortgage but only a portion, which is usually sufficient for the lender to recoup its money even after sale of the property at a reduced cost. Such mortgage insurance may only, in fact, cover the top 10-15 percent of the loan. Loans made without recourse to such insurance programs are termed "conventional" loans. They usually require higher down payments but are simpler to obtain because there is less additional paperwork and administration.

LOAN ELIGIBILITY

The detailed parameters for granting loans are as follows:

1. **Credit worthiness of buyer** - the potential borrower must have sufficient means and certainty of income for the bank to be confident of his or her ability to repay the loan.
2. **Personal standing with the bank** - closely related to credit worthiness, is the lending institution's trust in the individual concerned.
3. **Alternative collateral** - even if the project is of questionable risk to the lending institutions when considered on its own merits, the loan may be granted if other acceptable collateral is used to secure.
4. **Soundness of the home** - a lending institution will usually be concerned that the house for which the loan is being requested will fulfill its intended function and not develop major structural flaws.
5. **Suitability of the site** - lending institutions are becoming increasingly conscious of the physical site upon which a house is to be constructed. This includes not only natural

features, which could ultimately cause damage to the structure and thus the value, but also surrounding land uses and zoning.

6. **Cost of home** - in new home construction, the cost of the home will affect the size of the mortgage being requested and hence will interact with the credit worthiness of the buyer and the maximum amount that he or she can afford to spend for a home. The difference between the actual cost of a home and its appraised value will be a factor in determining the required down payment.
7. **Appraised value of a house** - the appraised value of the house is the value the house would be expected to sell for on the open market conditions. A professional appraiser who uses recent sales of similar houses in the area comparable to determine the resale value determines this.

These are the major determinants of the long-term mortgage financing mechanism. However, a particular mortgage is specifically determined by the local financial institution policies. In order to more fully understand what is involved in the long-term mortgage, the following information is broken down:

1. **Term of loan** - the number of years for which a loan is secured will greatly affect the overall costs of home ownership. A twenty year loan will be less expensive in the long run than a similar loan for 30 years, as can be noted by comparing interest payments. Most financial institutions have a general policy as to the maximum term of the loan. In Broward County, this range is from 15 to 30 years.
2. **Down Payments** - currently, some institutions require large percentages for down payments (as much as 30 percent) while relatively few are made at less than 10 percent down. However, the advantages of paying a large down payment are offset by the lost opportunities to invest the funds in another activity. Cash investments of 10-30 percent of the assessed value or purchase price of a home (whichever is less) are typically required when a mortgage loan is obtained.
3. **Rate of Interest** - the most common indicator of related loan expenses is the prevailing rate of interest. Loans can be financed through conventional, VA or FHA. The latter two methods are normally a fraction of or percentage point less than conventional loans because of federal government backing. In the past few years, interest rates have changed significantly according to the money supply and other overriding economic conditions.

   Since 1990, interest rates have not fluctuated nearly as much as the late 1970s and early 1980s when rates reached as high as 18 percent. Today, interest rates can be found in the low 3.5 - 5 percent range which is just slightly higher than the historic lows. However, any long-term housing study needs to acknowledge that over time interest rates do experience wide swings. When interest rates begin to rise, the escalation is first expressed in adding points to the deal rather than advertise percentage increases.
   For example, a loan for $150,000 may also have two points. This means that the lender is charging $3,000 (1 point or 1 percent of the initial loan) an additional one-time charge over the annual interest rate.

4. **Collateral and credit** - while no uniform criteria are followed by lending institutions, a check on the borrower's employment, income, previous credit standing and savings or checking accounts is made. Federal laws, which went into effect in 1975, make it illegal to deny credit based on race, sex or color. The practice of not counting a wife's income in determining the borrowing potential for a loan was also prohibited. Consumers were also guaranteed the right to have access to any credit rating files on them and to correct erroneous information. The practice of "red-lining" districts has been determined invalid by the Courts. Lending institutions may have previously avoided geographic portions of a city, labeling them high-risk areas, and generally refusing to issue any mortgage money for those areas. Traditionally, those people affected were the poor, the elderly and racial minorities.
5. **Closing costs** - this term is used to cover the additional costs, which are involved in securing a loan. Closing costs vary from one institution to another and professional services from one locality to another. Included in closing costs are the following items:
   a. Loan origination fee - this is sometimes used to cover the administration expenses incurred on the lending institution by the mortgage application. The amount varies from one institution to another but usually is a set scale such as $100 for the first $30,000 of the loan and then an additional $3 per $1,000 over the $30,000. Therefore, according to this example, a $150,000 mortgage loan could have an origination fee of $460. $100 for the first $30,000 plus $360 (150,000 - 30,000 =120,000 x $3 = $360). A second method of determining the origination fee could be a small percentage of the mortgage amount.
   b. Abstract fee or title research - this requires having an attorney research the official property records for any liens or other circumstances which would present a problem in purchasing the property. This cost also varies with location. It may range from $50-150.
   c. Appraisal fee - this is a fee that is usually charged to the mortgage applicant for appraising the actual value of the unit. Although, due to variations in the market, the actual purchase price may be above or below the appraised value.
   d. Settlement costs or attorney's opinion - frequently an attorney's opinion is requested as to the proper steps being taken before final settlement of the mortgage loan. Some lending institutions have a policy of charging a set percentage such as 5-6 percent of the mortgage to cover all closing costs.
6. **Prepayment penalties** - a majority of financial institutions do not have prepayment penalties assessed against borrowers. Since most mortgage loans are of a substantial dollar amount, most households would not be able to afford quick payment merely to avoid interest costs. In addition, most lending institutions can reinvest these funds at a higher rate of return. Some institutions may charge a small percentage of the remaining balance of a mortgage if it is paid off in the first five years of the contract.
7. **Mortgage insurance** - normally for mortgages of 80 percent or less, there is no mortgage insurance required. Loans that have less than 20 percent down frequently require a small percentage charge on the total loan until the principle is paid down to an equivalent of a 20 percent down payment.

8. **Escrow accounts** - these were at one time a common feature in loans, however, they are being used less and less by lending institutions. Included in the regular monthly payments of the mortgage is a small amount that is set aside to pay the annual property taxes and insurance. Dissatisfaction of the customers, administrative costs in maintaining an escrow account, and the possibility of legislation that would require the lending institution to pay interest on the funds, have all contributed to the disuse of this practice. Situations in which the lending institutions still utilize escrow accounts are when the credit standing of the borrower is in question, the loan is insured or trouble arises in meeting the payments on time. Some institutions will also set up an escrow account if the borrower so chooses, but this is not a common occurrence.
9. **Property insurance** - this item is required as a condition in securing a loan. Property insurance is the responsibility of the borrower.
10. **Property tax** - taxes are also the responsibility of the borrower and at the time of mortgage closing be paid to date.

These costs vary with market conditions, location and lending institutions. Also, some variations depend upon whether the housing being purchased is newly constructed or existing.

This subsection has been addressing the financing of housing. It is also necessary to address other costs associated with housing: development and occupancy costs. Development costs can be classified into two components. The first component considers lot development costs and the second are related to the actual construction of a unit lot.

Development Costs

Land acquisition and development are typically 15-40 percent of the total cost of housing. The higher the cost of the land the higher is the percentage. Not only has the cost of land risen, the cost of developing such land has increased. Environmental restrictions have reduced the amount of land available development and increased the improvement costs land that is developed. Providing for water, sewer utilities and pavement has increased rapidly including impact fees.

The second component of development costs is the construction costs. The construction costs include on-site labor and materials and equipment shipped to the site. The costs of materials are the largest single expense in the cost of housing.

Operating Costs and Payroll Burden

Operating costs have been increasing as with many other aspects of the building industry. Out of every dollar paid, 20 percent goes toward these operating costs. Of this 20 percent, eleven percent is paid toward workman's compensation and the remaining 9 percent is for social security and insurance.

Cost per square of housing has been increasing significantly over the last few years. The significance of these costs is that the prices have far outpaced the personal income gains in the past few years. Both land development and building costs are increasing rapidly and will

continue to pose a serious barrier to households wanting to purchase a home even given the historic low interest rates. The following table illustrates the percentages of the total cost for the various housing components.

Table 1: Housing Development Costs

Cost Component	Typical Range (percent of Total Cost)
Land Acquisition & Improvement	20-40
Construction: Labor (on-site) and Materials	40-60
Financing	10-15
Profit	15-20

Occupancy Costs

Beyond the costs of financing a home or paying security deposits for a rental unit, the on-going costs of occupying housing is a substantial part of a household's expenses. Both renting and owning a unit requires some form of monthly payment. This payment usually represents approximately one-half of the total occupancy costs. Maintenance and repairs usually require 10 to 15 percent of the occupancy costs. This is the most vulnerable area in that it will probably be neglected when other housing costs rise beyond the occupant's ability to pay. It is this neglect that leads to deterioration of housing stock.

Utilities are becoming a major expense in Florida. Energy rates have experienced a considerable fluctuation over the last 10 years. While lower now, it is only reasonable to assume that this particular cost will continue to rise. Recent studies show utility costs account for 25 percent of overall housing costs.

Property taxes are another item that must be considered in occupancy costs. While the renter does not pay property taxes directly, the owner considers the taxes in determining the rent payment.

Following is an assessment of these various occupancy costs that a typical household incurs depending upon size and age of the structure. Several points should be understood before going into detail about occupancy cost components.

- Much of the cost variation for rental units is directly related to the size of the space leased
- Not all components will directly apply to owners or renters
- The figures and/or percentages are averages

Components of occupancy costs:

1. Financing: monthly mortgage, condo fees or rent payment (previously addressed)
2. Utilities:
   a. Electricity
   b. Natural Gas
   c. Sewer and Water

   d. Trash
   e. Telephone, cable, internet, etc.
3. Property Tax
4. General Maintenance
5. Insurance

FINANCING

The mortgage loan costs include the principal and interest payment based on combinations of the total dollar amount loaned, the percentage of down payment, the length of the term of the mortgage and the annual percentage rate. Due to recent decreases in mortgage rates, this component can vary from a mortgage rate of 3.5 percent to 6 percent depending on credit, etc.

UTILITIES

The cost of utilities is probably the most variable and difficult to determine of the occupancy costs because of its dependence upon: energy costs, technological advancement, local climatic and geographic feature and personal use.

The most significant of the utility costs is electricity because of its widespread acceptance and historic inexpensiveness. An average monthly amount expended by a household for electricity is extremely difficult to determine. Many variables, in addition to those just mentioned, affect a household's use of electricity. Following are some of these variables: number in the family and their type of lifestyle; size of the housing unit, type of construction material used externally and internally; insulation - where used and "R" factor, whether the heating and cooling unit is gas or electric; the efficiency of the heating and cooling unit; whether the cooling unit is an air to air or water to air cooling unit, type of appliances used, the use of any solar heating or cooling units, landscaping adjacent to the housing unit; house orientation (relative to prevailing winds or solar access); the amount of glass in the unit and where it is located relative to the sun and, even the color of the unit.

PROPERTY TAXES

The process of levying and collecting property taxes is described in detail in the Florida Statutes. The state law provides for a tax assessor and tax collector in each county. The assessor is charged with the responsibility of periodically surveying all property to determine its market value and place a valuation on the appraised parcel. The tax collector is charged with the collection of ad valorem taxes levied by the City, County, school board, and any special taxing districts within the County.

The valuation levels are the basis from which real and personal property taxes are determined. Depending upon the local jurisdiction's budgetary needs, it will vary tax rates to meet such requirements. The City Council and County Board of Commissioners, school board, and designated special districts, determine their respective mileage rates.

Maintenance and Repair

The costs in maintaining a unit will depend on the individual household's income, personal desires to preserve the dwelling and the cost of materials. Therefore, the costs involved are very difficult to estimate. A realistic range is between 5 and 10 percent of the assessed value of the unit annually. This would vary depending upon the age of the unit with a newer unit requiring less maintenance expense.

Property Insurance

Rates for property insurance are determined in large part by a fire rating given to the community by various insurance companies. The presence of a full time firefighting department with service capabilities meeting national standards; and the type of building materials used in the house construction are major determinants in the insurance rates. An average new house of 1,500 square feet of cement block construction will cost approximately $1,250 annually for insurance coverage. The annual premium increases in direct proportion to the age of the house. Also, insurance will vary according to the type of material used in construction. Finally, federally backed mortgages require flood insurance which increases annual rates.

Impact of Rising Costs

Land development costs, including impact fees, building material and labor costs, as well as, profit margins comprise the total selling price for a dwelling unit. As a result of the dramatic increase in these costs, all indications are that a family or household's ability to purchase housing is diminishing. Should the trend continue, the housing market might be impacted in a variety of ways including influencing the appearance, production and distribution of housing.

Possible effects may include:

1. Increased land costs may encourage the need to increase housing density.
2. Restrictions in the provision of service and/or utilities will tend to increase the volume of serviceable land.
3. Rising energy costs may require additional considerations in site planning and building design. This consideration may include orientation of the structure, windows, and landscaping with respect to the local topography and climate.
4. Overall construction cost increases may lead to a greater proportion of "smaller" units. Additionally, many features normally considered as standard may become luxury items (e.g., garage, screened porch, recreation room).
5. The reasons for vacating a unit may change from structural or neighborhood considerations to an inability to afford the unit. Vacancy rates in new structures may be higher than in older buildings.
6. Reduced profit margins will require greater volume and a more efficient means of construction thus builders may be expected to be larger organizations and more specialized.
7. As housing becomes more expensive, proportionately fewer people will be able to meet the required down payment to purchase a unit.

8. Higher home ownership costs will require larger mortgage loan amounts and/or a larger term of loan. This would tend to discourage banks from issuing loans since funds would be committed for a longer period.
9. The combination of pressures to reduce costs through land and materials expenditures may force developers to use alternative building methods. Included may be a continued move toward factory-built housing, utilization of energy saving techniques (LEED), site planning, and the design of compact units.
10. Demands for restructuring of taxes will continue. With the price of new housing escalating and since the assessments are based on market value of units, the existing housing stock will also increase in assessment value. This increase in property taxes will add to the financial burdens of housing.

Governmental Policies that Affect Housing

Although municipal governments in the United States provide little housing directly, their actions can, and do, have significant input. The pattern of actual building activity and development are influenced by the local Comprehensive Plan, the Land Development Regulations (Code of Ordinances) and state and federal legislation. The intent of these tools is to encourage a compatible, safe and orderly manner of growth for Dania Beach and Broward County. National housing goals recognize that adequate services, employment and recreational opportunities and a diversity of living patterns are considered to be a desirable complement to better housing. Under the Federal Housing Act of 1954, local governments using federal funds were required to demonstrate their capabilities through the development of a "workable program". This meant that local governments had to develop a comprehensive land use plan stating desired community goals before any federal funds for housing could be obtained. The federal government has since provided funding for specific housing programs. Affected communities benefited in numerous ways:

1. Efforts have been made to alleviate immediate deficiencies in housing either through rent supplements, loans or grants.
2. Assisted housing is encouraged in a way so that services and facilities are conveniently located. The effect is to provide for increased and improved housing opportunities for those households in greatest need.
3. The review and possible revision of local ordinances and plans in order to allow for a permanent diversity of development styles and housing types.

In Florida, the Local Government Comprehensive Planning Act reflects the State Legislature's concern that every local government should plan to manage future development.

The local government can have direct impact on housing in several ways. Local governments often provide some housing assistance programs funded by state and federal subsidy programs. However, these programs are aimed at only a small portion of the total population. The major role of local government in housing is that it controls what is built within its jurisdiction. The great proliferation of commercial strips, urban sprawl, slum and blight, housing and differences in living patterns has caused many local governments to rely heavily on development controls. These controls in turn determine the quality of living for a community. However, developers are

contending that such land development regulations and processing add substantially to the costs of new housing, thereby denying additional households attainable shelter. Building standards have been raised; fees and taxes have increased; reviews and processing time have been extended and development controls have been added. Little doubt remains about the increased costs of housing and associated development.

Zoning Ordinances and Subdivision Regulations

As a means to implement a land use plan, zoning ordinances are used to enforce the development of property in an orderly fashion. Zoning districts are established which indicate the existing and desired land uses for a community.

Administration of the zoning ordinance is performed by the City planning staff. The City Commission makes the final policy decisions with advisory review by local planning and zoning boards. These boards review proposals made by developers and private individuals. If a change in the zoning classification is requested, these public bodies must approve the change. The zoning classification determines the type and size of housing units permitted. Through the zoning process, the City and County have the prerogative to determine the trend of development. Rezoning land to a more restrictive use classification tends to promote one type of housing type and restrict others, while rezoning to a less restrictive classification promotes the opposite effect.

Subdivision regulations specify how actual development will be carried out. Standards as to site design, provision of parking and open space, streets and drainage, public utilities and/or the allocation of development costs between the City and developer are included in the Subdivision Regulations. The use of building codes is intended to assure that development, which occurs, is structurally sound, safe and sanitary.

Effects of Local Government Regulations

What are the effects of these practices? How do they influence the housing market, related costs and the supply of low-cost units to those in need? This is not a new area of concern. In 1968, the National Commission on Urban Problems (Douglas Commission) conducted studies on zoning practices in the United States. Their findings noted that after World War II, suburban development occurred at a rapid pace at the expense of the urban centers and rural areas. The suburban patterns reflected a general affluence and a desire to provide an open perspective and pleasing environment. Today, 60-75 feet of lot frontage are typically required for new housing.

The City of Dania Beach is virtually built-out and new development requires demolition and redevelopment which is the main issue in finding suitable sites. The resulting construction costs tend to exclude certain income level families. There is adequate evidence that these controls and regulations on housing do add to the construction costs.[37]

[37] The City has not adopted any workforce housing related land use regulations (LDRs) or implementation strategies per the GOPs in the City's Comprehensive Plan.

APPENDIX B DANIA BEACH COMPETITIVE APARTMENT METRICS

Dania Beach Comparative Apartment Metrics

Location & Physical Characteristics	Comp 1	Comp 2	Comp 3	Comp 4	Comp 5	Comp 6	Comp 7	Comp 8	Comp 9	Comp 10	Comp 11
Property Name	The Place At Dania Beach	Aqua Isles	Park Colony Apts	Parc Station	Sheridan Lake Club	New River Cove	Sheridan Ocean Clu	3701 Jackson St	Inverrary 441 Apartm	2115 Sw 12th Ter	Vu New River Apts
Address	180 E Dania Beach Blvd	4761 Sw 39th Way	812 S Park Rd	2300 N 29th Ave	311 E Sheridan St	3711 State Rd 84	1155 Se 7th Ave	3701 Jackson St	1198 N 40th Ave	2115 Sw 12th Ter	510 Se 5th Ave
City, State ZIP	Dania Beach, FL 33004	Fort Lauderdale, FL 33312	Hollywood, FL 33021	Hollywood, FL 3302	Dania Beach, FL 330	Davie, FL 33312	Dania, FL 33004	Hollywood, FL 33021	Lauderhill, FL 33021	Fort Lauderdale, FL 33315	Ft Lauderdale, FL 33301
County	Broward	Broward	Broward	Broward	Broward	Broward	Broward	Broward	Broward	Broward	Broward
Submarket	East Hollywood	West Hollywood	West Hollywood	East Hollywood	East Hollywood	West Hollywood	East Hollywood	West Hollywood	West Hollywood	Fort Lauderdale	Fort Lauderdale
Property Type/Land Use	Market Rate Rental	Market Rate Rental	Market Rate Rental	Market Rate Rental	Market Rate Rental	Market Rate Rental	Market Rate Rental	Condominium Building	Market Rate Rental	Market Rate Rental	Market Rate Rental
Building Area (Square Feet)	211,257	155,686	259,466	376,560	247,095	348,070	NA	NA	NA	74,686	NA
Buildings/Floors	1/8	17/2	15/3	17/3	5/4	22/2	30/3	4/4	9/5	9/2	1/18
Year Built/Renovated	2017/--	2013/2016	1987/2011	2017/--	1998/--	2000/--	1989/2006	1968/--	1974/--	1968/--	2013/--
Total Units	144	126	314	334	480	348	320	145	324	104	209
Asset Class	BC	A	BC	A	A	A	A	BC	BC	BC	A
Sale Detail											
Date	04-OCT-18	23-AUG-18	18-JUL-18	12-DEC-17	26-JAN-18	26-JAN-16	26-JAN-16	07-JUL-15	15-JUN-15	26-FEB-15	02-FEB-15 (REC)
Price	$38,000,000	$37,250,000	$56,000,000	$90,275,000			$127,487,736	$13,175,000	$21,750,000	$8,500,000	$52,534,224
Verified	Reis Verified	Reis Verified	Reis Verified	Reis Verified	Reis Verified	Reis Verified	Reis Verified	Reis Verified	Reis Verified	Reis Verified	Reis Verified
Price/Unit	$0	NA	$0	$0	$16	$0	NA	NA	NA	NA	NA
Vacancy at Sale	2%	NA	3%	NA	2%	0%	3%	NA	NA	NA	NA
Interest Purchased	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Cap Rate Analysis - Per Unit/Month											
Total Units	144	126	314	334					324	104	209
Market Rent	$1,917.22	$2,071.50	$1,645.21	$1,858.66					$1,205.21	$1,646.90	$2,013.45
In Place Rent	$1,917.22	$2,071.50	$1,645.21	$1,858.66					$1,205.21	$1,646.90	$2,013.45
Vacancy Rate	2.1%	0.8%	3.0%	9.9%					1.2%	6.8%	10.3%
Expense Rate	40.5%	40.0%	40.0%	40.7%					40.6%	42.8%	42.4%
Potential Rent Revenue	**($35.00)**	**$0.00**	**$372.00**	**$0.00**					**($5.00)**	**$0.00**	**$0.00**
Vacancy Loss (2)	$0.00	$0.00	$0.00	$0.00					$0.00	$0.00	$0.00
Effective Rent Revenue (3)	**$0.00**	**$0.00**	**$0.00**	**$0.00**					**$0.00**	**$0.00**	**$0.00**
Free Rent	($27.22)	($5.65)	($4.39)	($26.80)					($6.85)	($25.32)	($31.15)
Credit Loss	NA	NA	NA	NA					NA	NA	NA
Additional Income	NA	NA	NA	NA					NA	NA	NA
Effective Gross Revenue	**$0.00**	**$0.00**	**$857.00**	**$0.00**					**$0.00**	**$588.00**	**$0.00**
Operating Expenses (4)	NA	NA	NA	NA					NA	NA	NA
Capital Reserve	($20.83)	($20.83)	($29.17)	($20.83)					($29.17)	($29.17)	($20.83)
NOI Per Unit/Month	**$0.00**	**$0.00**	**$390.00**	**$0.00**					**$0.00**	**$380.00**	**$0.00**
NOI Total	**$0**	**NA**	**$0**	**$0**					**$0**	**$0**	**$0**
Estimated Going-In Cap Rate	300.0%	NA	NA	5.3%					NA	NA	NA
12-Month Rolling Metro Apt Cap Rate	5.9% (Q4 2018)	5.8% (Q3 2018)	5.8% (Q3 2018)	5.9% (Q4 2017)	6.8% (Q1 2016)	6.8% (Q1 2016)	6.8% (Q1 2016)	6.4% (Q3 2015)	6.6% (Q2 2015)	7.0% (Q1 2015)	7.0% (Q1 2015)
Reported Sale Cap Rate, This Sale	None	None	None	None	None	None	None	None	None	None	None
Financing Info Avail (1)	No	Yes	Yes	No	Yes	Yes	Yes	Yes	No	Yes	No
Comments/Other Info (1)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
credit loss percentage	0.01	0.01	0.01	0.01					0.01	0.01	0.01
additional income amount	0	0	0	0	0	0	0	0	0	0	0
other value	0	0	0	0	0	0	0	0	0	0	0
Valuation And Taxes											
Tax Year		2017	2017	2017	2015	2015				2017	
Tax Amount		$548,553	$1,096,373	$1,480,981	$574,215	$788,032				$157,824	
Total Appraised Value				$66,100,000	$25,883,920	$34,798,600					
Appraised Land Value											
Total Assessed Value	$28,824,430	$26,464,680	$48,645,910	$66,100,000	$25,789,260	$34,677,670				$7,080,890	
Assessed Land Value										$2,205,310	
Assessed Year	2018	2017	2017	2017	2015	2015				2017	
Zoning											

Source: REIS, January 2019

APPENDIX C MODEL INCLUSIONARY ZONING ORDINANCE

SUSTAINABLE LAND USE CODE PROJECT
Capitol Region Council of Governments

MODEL REGULATIONS:
INCLUSIONARY WORKFORCE HOUSING REGULATIONS

December 2013

CLARION

In Association with:
Shipman & Goodwin
Seth Harry and Associates

101 Market Street
Suite D
Chapel Hill, NC 27516
919.967.9188

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INCLUSIONARY WORKFORCE HOUSING REGULATIONS

Introduction

Like many areas across the country, the Capitol Region's population is changing—but unlike some areas, the change is more in character than size. Although the region's population growth has been slow in the last 20 years (8 percent), its growth rate is projected to slow even more, to only 4 percent, over the next 20 years. However, the number of households in the region is expected to increase by 6.5 percent over that time period, indicating that household sizes will be getting smaller.

In *Together We Can Grow Better: Smart Growth Guidelines for Sustainable Design and Development*, three major demographic issues related to housing are identified:

- There is an oncoming wave of active, aging baby boomers.
- There has been a continuous outmigration of 24- to 35-year olds since the early 1990s (30 percent between 1990 and 2006 for the state, the highest percentage of any state).
- There is great potential and need to retain the large cohort of millennials (people born between the early 1980s and early 2000s) who will be entering the job and housing market as baby boomers are retiring.

A primary factor in the local outmigration of 24- to 35-year olds is a critical lack of affordable housing choices. The "affordability gap" between the cost of housing affordable to most households and the cost of housing available on the market continues to widen—especially for younger, entry-level workers. While personal income in Connecticut rose 19 percent between 2000 and 2005, median housing prices rose 64 percent. According to the partnership for Strong Communities, 36 percent of all households in the state were spending more than 30 percent of their income on housing in 2010 (30 percent being a commonly accepted threshold for identifying whether housing is affordable). If the region is to retain its young single, married, and unmarried households, it will be important to allow for smaller units and multifamily housing to meet their needs for affordable housing. If the outmigration of younger workers does not slow, the region will likely experience a significant reduction in its workforce and a negative impact on the regional economy. Recent national surveys show that given the choice, younger homebuyers prefer smaller homes in compact, walkable communities over large-lot suburban homes, which make up most of the region's current housing stock.

The Partnership for Strong Communities reported that in 2010, a median-income family with a 10 percent down payment could afford to buy a house at the median sales price in only 16 of the Capitol Region's 29 towns. CRCOG's analysis of median home values in FY 2010 indicated that only 51 percent of owner-occupied homes were affordable to moderate-income families, and only seven percent were affordable to low-income households. The overall median home value in the Capitol Region for FY 2010 was $276,300, and ranged from a high of $421,100 (Avon) to a low of $188,000 (Hartford).

Many communities across the country are experiencing similar housing affordability issues as those in the Capitol Region and Connecticut and are adapting their land use policies and regulations to address changing housing needs. Furthermore, federal funding for land use and transportation projects has recently been driven by the application of sustainable development practices and Smart Growth principles, which clearly support the creation of a range of quality and housing affordability opportunities and choices for people of all income levels, and compact building design.

Connecticut's Department of Economic and Community Development (DECD) and the Connecticut Housing Finance Authority (CHFA) administer a number of programs to promote affordable housing. [1]

CRCOG has adopted a Regional Housing Policy that addresses the need for affordable housing, the use and improvement of existing housing, the selective use and demolition of deteriorated housing, and other related issues. Adopted implementation strategies include one to support land use policies that allow for a diversity of housing types and costs in all communities.

To address housing affordability, the Connecticut legislature adopted the Affordable Housing Land Use Appeals Act of 1990 (the "Act"), which expressly reverses the burden of proof when a municipality denies a developer's application to construct affordable housing. In such a case, the Act requires the municipality to prove that the need for affordable housing is clearly outweighed by the need to protect the health or safety of the community. Since few municipalities have sufficient affordable housing to be exempt from this requirement (i.e., where at least ten percent of the existing housing stock qualifies as affordable), the Act has affected most municipalities in the state. It has been controversial, and in the 20 years since enactment has been much debated.

One impact of the Act is that it has placed many Connecticut municipalities in the position of reacting to a developer's sense of where and how affordable housing projects should be built to meet the community's affordable housing needs. Connecticut municipalities increasingly recognize they can take positive action to accommodate and encourage affordable housing developments that meet not only the needs of the developer and the occupants, but also the needs of the community. One way to do so is to increase the range of options available to developers and property owners to provide affordable housing. Such options include, in addition to the higher-density multifamily development most commonly associated with affordable housing, live/work units, accessory dwelling units, residential over commercial, duplexes, triplexes, quadruplexes, townhouses, small-lot subdivisions, and conversions of

[1] They include the following:

- The Affordable Housing Program (AHP) provides financial assistance for a large variety of housing development activities that include construction, rehabilitation, repair, and maintenance of housing, as well as financing ancillary facilities related to affordable housing, such as a community room, laundry, day care space, playground, and other residential amenities.
- The HOME Investment Partnership Program (HOME), a U.S. HUD program administered by DECD that provides financial assistance to create affordable housing for low- and very low-income households. (HUD income limits for HOME are based on HUD estimates of median family income adjusted for family size. HOME assistance includes the American Dream Down-payment Initiative (ADDI) to target federal funds Congressional appropriations.)
- The Housing Trust Fund (HTF) that is designed to create affordable housing for low- and moderate-income households and is funded from the proceeds of the sale of the state's general obligation bonds. Fund monies may be awarded as loans or grants to eligible sponsors of affordable housing.
- The Neighborhood Stabilization Program 1 (NSP1), established as part of the federal Housing and Economic Recovery Act (HERA) of 2008, that provides communities hit hardest by the foreclosure crisis funds for acquisition and rehabilitation, financing, land banking, demolition of blighted structures, and redevelopment—with 30 percent of the acquisition and rehabilitation to be used for housing persons making less than 50 percent of the area median income.
- The Neighborhood Stabilization Program 3 (NSP3) that uses federal funds to provide emergency assistance for the redevelopment of abandoned and foreclosed homes and residential properties in municipalities qualifying under the Community Development Block Grant Program (CDBG), including Hartford in 2011.
- The Pre-Development Loan Program that provides interest-free loans to eligible nonprofit sponsors for predevelopment costs associated with constructing, rehabilitating, or renovating housing for low- and moderate-income households at prices they can afford. (Pre-development loans may also be made available to for-profit developers in communities where the supply of affordable housing is less than 10%.)
- The State-Assisted Housing Sustainability Fund that provides grants, loans, deferred loans, no interest and low interest loans, loan guarantees, and interest subsidies for repairs to eligible housing pursuant to CGS sec. 8-37uu.

nonresidential buildings. CRCOG has commissioned the drafting of model ordinances to permit and encourage live-work units and accessory dwelling units as part of this project.

Workforce housing is housing that is provided for a community's workers. Some communities more narrowly define workforce housing for the purposes of affordable workforce housing regulations to housing for the "essential workers" (e.g., teachers, police officers, firemen, EMS personnel, nurses, other health care and hospital workers) and low-wage service workers (e.g., medical and laboratory technicians, clerical workers).

Affordable workforce housing regulations commonly target households with incomes less than 80 percent (sometimes up to 120 percent) of the area median income (AMI). Some programs have multi-tiered targets, for households of different income levels. A dwelling unit is commonly deemed "affordable" to a household if annual housing costs (e.g., rent or mortgage payments, sometimes utility costs) do not exceed 30 percent of the annual income of the target household.

Some affordable workforce housing regulations apply to residential development, including subdivisions for residential development (single-family and other), multifamily developments (including duplexes, triplexes, quadruplexes, townhouse, and general multifamily development), and the residential component of mixed-use developments. They are characterized as "inclusionary" workforce housing regulations. In other communities, usually those with severe housing affordability issues, affordable workforce housing regulations are more comprehensive in nature, and apply to both residential and nonresidential development.

Connecticut General Statutes Section 8-2i, Inclusionary zoning, authorizes inclusionary zoning. [2] The model Inclusionary workforce housing standards presented here apply only to residential development. They require that a certain percentage of new residential units built in the community be set-aside to be affordable to the workforce and their families. The scale-up options add flexibility to the regulations—by providing alternatives for developers as to how they may provide affordable workforce housing.

[2] Connecticut General Statutes Section 8-2i, Inclusionary zoning, states:

(a) As used in this section, "inclusionary zoning" means any zoning regulation, requirement or condition of development imposed by ordinance, regulation or pursuant to any special permit, special exception or subdivision plan which promotes the development of housing affordable to persons and families of low and moderate income, including, but not limited to, (1) the setting aside of a reasonable number of housing units for long-term retention as affordable housing through deed restrictions or other means; (2) the use of density bonuses; or (3) in lieu of or in addition to such other requirements or conditions, the making of payments into a housing trust fund to be used for constructing, rehabilitating or repairing housing affordable to persons and families of low and moderate income.

Model Code Provisions for Inclusionary Workforce Housing

1.1 GENERAL[3]

1.1.1. FINDINGS

A. An important goal of (insert name of local government) and the plan of conservation and development is to maintain a balanced and sustainable local economy. Maintenance of a balanced and sustainable local economy requires the availability of a stable and qualified workforce.

B. A second important goal of (insert name of local government) and the plan of conservation and development is to maintain and enhance the community's character. A key element of (insert name of local government)'s character is its social, economic, and political fabric, and the general sense of community that occurs because the workforce and their families live in the community, attend schools in the community, participate in civic organizations in the community, worship in the community, and express their opinions at the ballot box.

C. An important building block for this key element of (insert name of local government)'s character is the availability of housing that is reasonably affordable to the workforce.

D. The (insert name of local government)'s Workforce Housing Support Study (hereinafter Workforce Housing Study), dated ___, demonstrates that today there is a shortage of affordable housing in (insert name of local government).[4]

[3] Over the past 20 years the United States Supreme Court has established that when local land use regulations impose "conditions of approval" on development, they must demonstrate a reasonable relationship or a "rough proportionality" exists between the legitimate governmental interest being addressed in the regulation and the "conditions of approval" being imposed as part of the development approval. See *Nollan v. California Coastal Comm'n*, 483 U. S. 825 (1987); *Dolan v. City of Tigard*, 512 U.S. 374 (1994); *Lingle v Chevron*, 125 S. Ct. 2074 (2005); *Koontz v. St. Johns River Water Management District*, 568 U.S. __ (2013). Inclusionary affordable workforce housing standards like these model regulations impose "conditions of approval" on development because they require a portion of residential development be affordable to the workforce. The legitimate governmental interest they address is ensuring housing in the community is affordable to the workforce and their families. In order to demonstrate a reasonable relationship between the legitimate governmental interest of addressing affordable housing and the "conditions of approval" (the requirement that a portion of residential development be affordable) it is important that a technical or nexus study be prepared that demonstrates this reasonable relationship before adoption of the regulation. It is assumed in this model regulation this is done. The nexus study in the model regulation is titled *Workforce Housing Support Study*.

We recommend that initially, the nexus study (Workforce Housing Support Study) identify the workforce housing problem in the community. It should then provide the technical documentation and analysis needed to establish whether and the extent to which new residential development creates a need for affordable workforce housing. This is done by first evaluating the linkage between (1) employment (workforce) needed to construct and maintain/operate (post-construction) new residential units, and in some communities, (2) critical service providers that provide public safety, law enforcement, education, and health care services to residential developments. Once this is done, the housing needs for these employees and their families/households is determined, along with whether housing is affordable for them, based on their incomes and local housing costs. Based on this part of the analysis, the need for affordable workforce housing (the portion of new residential development that needs to be affordable for the workforce) can be determined, as well as any housing assistance (a subsidy) that would be needed if an in-lieu fee option is provided. (See discussion in scale-up option.)

Most nexus studies are based on the assumption that an affordable home for households in the local workforce is defined as costing no more than 30% of annual household income, regardless of whether a home is rented or owner-occupied. This model regulation assumes that is the standard used for determining housing affordability in the model regulations (even though there is some discretion to vary this standard from community to community).

[4] This is the nexus study referenced in footnote 3.

E. It has occurred due to a dramatic increase in land and construction costs, and a rise in the price of housing.

F. Review of state and national census and other wage and labor data, in conjunction with real estate sales data, demonstrates the amount of housing within the price ranges that are affordable to the workforce has declined to a point where only a limited number of market-rate residential dwelling units are available today at prices the workforce can reasonably afford.

G. This has resulted in some residents moving elsewhere, and other workforce members never locating in (insert name of local government).

H. The Workforce Housing Study also demonstrates the jobs expected to be created in (insert name of local government) by new development is expected to pay wages that make market-rate housing unaffordable, creating an additional need for affordable workforce housing.

I. This out-migration of (insert name of local government)'s workforce and their families has placed increasing stress on the capacity of the local community to maintain a viable workforce. Estimates indicate this problem will continue to worsen in the future, potentially affecting the long-term sustainability of the local economy, unless additional housing is provided within price ranges that are affordable to the workforce.

J. In addition, if these trends continue, an essential component of (insert name of local government)'s character will be damaged since most of the workforce and their families will no longer reside in the community, attend schools in the community, participate in local civic organizations, worship in the community, or express their ideas at the ballot box.

K. In part to address this community challenge, the plan of conservation and development includes a goal that __ percent of residential development in (insert name of local government) be affordable to the workforce.

L. To implement this plan of conservation and development goal, (insert name of local government) adopts these inclusionary workforce housing standards that require new residential development provide affordable workforce housing.

1.1.2. PURPOSE

The purpose of this section is to implement the plan of conservation and development goal that __ percent of new residential development in (insert name of local government) be affordable to the workforce. This is accomplished through the establishment of these affordable workforce housing standards.

1.1.3. TECHNICAL SUPPORT

The technical support and analysis upon which these inclusionary workforce housing standards are established are based upon insert name of local government)'s Workforce Housing Support Study (hereinafter Workforce Housing Study), dated ___, attached as "Exhibit A" and incorporated herein by reference.

1.1.4. APPLICABILITY

A. The standards of this section apply to all new residential development in (insert name of local government), unless exempted in subsection B below.

B. The following is exempted from the standards of this section.

1. Remodeling or redevelopment, if it does not result in the creation of a new residential dwelling unit.
2. Development of a mobile home or mobile home park.
3. Development of an accessory dwelling unit.
4. Development of an affordable workforce housing unit, as defined by this section.

1.1.5. DEFINITIONS

A. **Administrator:** Means the official, agency, or organization to whom the (insert name of local government) has delegated the responsibility of administering these inclusionary workforce housing standards.

B. **Maximum extent practicable:** Means no feasible or prudent alternative exists, as determined by (Add name of appropriate zoning official), and all possible efforts to comply with the standards or regulation or minimize potential harmful or adverse impacts have been undertaken by an applicant. Economic considerations may be taken into account, but shall not be the overriding factor determining "maximum extent practicable."

C. **Workforce housing study:** Means the document providing the technical support and analysis upon which these inclusionary workforce housing standards are established. It is titled (insert name of local government)'s Workforce Housing Study, dated ___.

1.2 PROCEDURES

1.2.1. SUBMISSION OF MITIGATION PLAN

An applicant for a site plan or subdivision plan, as appropriate, for residential development not exempted in accordance with Section 1.1.4 B, shall submit an affordable workforce housing mitigation plan (hereinafter "mitigation plan") to the Administrator concurrent with the development application for the site plan or subdivision plan.

1.2.2. CONTENTS OF MITIGATION PLAN

A. General

The contents of the mitigation plan shall include the following:

1. Calculation of the need for affordable workforce housing created by the residential development based on the requirements of Section 1.4, Affordable Workforce Housing Standards.
2. The method by which the affordable workforce housing is to be provided to comply with the requirements of Section 1.3, Affordable Workforce Housing Standards, either by on-site or off-site construction of affordable workforce

housing units, or a combination of the above. Appropriate justification for the proposed mitigation method must also be included.

3. A conceptual site plan and building floor plan illustrating the number of proposed affordable units, their location in relation to the other development on the site and surrounding land uses, and the number of bedrooms and size of each affordable unit;

4. A tabular summary of the number of affordable units, the number of bedrooms and size of each affordable unit, the proposed sale/rental mix, and the proposed sales price or rent for each affordable unit; and

5. The proposed deed restrictions/restrictive covenants to be placed on the affordable units to ensure they will be maintained as affordable.

6. An affordable housing agreement (hereinafter "agreement") in which the applicant agrees to implement the mitigation plan. The agreement shall be in a form approved by the (insert title of local government's attorney).

1.2.3. REVIEW OF MITIGATION PLAN

A. The mitigation plan shall be reviewed and approved, approved with conditions, or disapproved by the (insert Zoning Commission for a site plan or Planning Commission for a subdivision plan), based on the standards set forth in Section 1.4, Affordable Workforce Housing Standards, prior to approval of the site plan or subdivision plan for the residential development, as appropriate.

B. An approved mitigation plan may be amended or modified only in accordance with the procedures and standards established for its original approval.

1.3 AFFORDABLE WORKFORCE HOUSING STANDARDS

1.3.1. GENERAL REQUIREMENTS FOR PROVISION OF AFFORDABLE WORKFORCE HOUSING

A. Unless exempted in accordance with Section 1.1.4. B, all new residential development constructed in (insert name of local government) shall provide affordable workforce housing units sufficient to house __ percent of the total number of occupants of all residential units proposed in the development.

B. The total number of occupants of the proposed residential units shall be calculated based on the type and number of bedrooms of the proposed residential units, as determined in Table 1.3.1.B, Calculating the Affordable Workforce Housing Units. In instances where a subdivision plan is proposed without specific dwelling units, the applicant shall estimate the characteristics of the residential units based on the average sizes and numbers of bedrooms of residential units in existing subdivisions of comparably sized and valued lots within (insert name of local government).

TABLE 1.3.1.B: CALCULATING THE AFFORDABLE WORKFORCE HOUSING UNITS	
Number of Bedrooms in Units	Maximum Number of Occupants
Studio	1
One Bedroom	1.5
Two Bedroom	3
Three Bedroom	3.5
Four Bedroom	4
Five Bedroom	4.5

Scale-Up Options—Inclusionary Workforce Housing

The landowner/developer's construction of affordable workforce housing units is a priority in all inclusionary affordable workforce housing regulations. However, to provide more flexibility, provisions can be added to allow landowners/developers to provide affordable workforce housing in the following additional ways, if it is determined impracticable to build affordable workforce housing units:

- Convert market-rate dwelling units to affordable workforce housing units;
- Convey land for affordable workforce housing units; or
- Pay in-lieu fees for the construction of affordable workforce housing units.

Below are additional provisions that could be added to the base provisions above to allow these alternative ways of meeting the affordable workforce housing requirement. These provisions are typical, but may vary from community to community.

1.2.2 CONTENTS OF MITIGATION PLAN

A. Where Conversion of Market-Rate Housing Units to Affordable Workforce Housing Units is Proposed

If existing market-rate residential units are proposed to be converted to affordable workforce housing units in accordance with Section 1.3.2, Alternative Means of Meeting Affordable Workforce Housing Requirement, the mitigation plan shall include:

1. A conceptual site plan illustrating the location and construction quality of the market-rate residential units that are proposed to be converted to affordable units;
2. A tabular summary of the number of market-rate residential units that will be converted, the number of bedrooms and size of each residential unit, the proposed sale/rental mix, and the proposed sales price or rent for each affordable unit; and
3. The proposed deed restrictions/restrictive covenants to be placed on the affordable units to ensure they will be maintained as affordable.

B. Where Conveyance of Land as a Site for Affordable Workforce Housing Units is Proposed

If existing market-rate residential units are proposed to be converted to affordable workforce housing units in accordance with Section 1.3.2, Alternative Means of Meeting Affordable Workforce Housing Requirement, the mitigation plan shall include:

1. A survey depicting the location, size, and topography of the land proposed for conveyance;
2. A title report demonstrating clear title, physical and legal access, liens, easements, and other information necessary to fully describe the legal status of the property to be conveyed;
3. Verification that the conditions of the land and any restrictions on the title to the land (such as covenants and easements) allow for the development of affordable residential dwelling units on the land;
4. An appraisal of the fair market value of the land; and
5. Any additional information or studies determined by the (insert appropriate official) to be necessary to verify the suitability of the land for affordable units.

C. Where Payment of a Fee In Lieu of Constructing Affordable Workforce Housing Units is Proposed

If payment of a fee in-lieu of constructing affordable workforce housing units is proposed in accordance with Section 1.3.2, Alternative Means of Meeting Affordable Workforce Housing Requirement, the mitigation plan shall include the amount of the fees to be paid and supporting calculations.

1.3.2 ALTERNATIVE MEANS OF MEETING AFFORDABLE WORKFORCE HOUSING REQUIREMENT

A. General

1. To the extent it is impracticable to construct the minimum number of affordable workforce housing units required in Section 1.3.1, General Requirements for Provision of Affordable Workforce Housing, for a new residential development, the developer may meet the affordable workforce housing requirement by one or more of the following:
   a. Converting existing market-rate housing units to affordable workforce housing units;
   b. Conveying land for use as a site for development of affordable workforce housing units; or
   c. Paying a fee in-lieu of constructing the required affordable workforce housing units.
2. Provision of required affordable workforce housing shall be considered impracticable if:
   a. The number of affordable residential dwelling units required is less than one;

b. The applicant has attempted, to the maximum extent practicable, to design the affordable housing on-site or off-site, but cannot comply with the zoning ordinance;

c. The affordable units located on-site would be incompatible with surrounding land uses;

d. The proposed affordable units are not proximate to existing or planned employment, schools, or commercial services; or

e. The affordable units cannot be designed and located in compliance with federal or state law.

B. Conversion of Market-Rate Housing Units to Affordable Workforce Housing Units

If the affordable workforce housing requirement is to be met by converting market-rate housing units to affordable housing units, the converted units shall:

1. Be located in (insert name of local government);
2. Be proximate to existing or planned employment, schools, or commercial services;
3. Be in compliance with the zoning ordinance;
4. Be in compliance with federal and state law;
5. Be designed and built in a way that is compatible with surrounding land uses; and
6. Be restricted as affordable units in perpetuity.

C. Conveyance of Land as Site for Affordable Workforce Housing

If the affordable workforce housing requirement is to be met by conveying land for use as a site for affordable workforce housing units, the land that is conveyed shall:

1. Be located in (insert name of local government);
2. Reasonably support the construction of an appropriate number of affordable units at densities that make the development economically efficient under the zoning ordinance;
3. Have all appropriate federal or state permits needed for development, or assurances such permits will be approved;
4. Be ready for development and include appropriate soils and topographic conditions, the necessary roads, water supply, sewage disposal, telephone, electricity and gas (if available) and other basic services, which are in place to the property line of each lot, as applicable;
5. Be proximate to existing or planned employment, schools, or commercial services;
6. Be free of any liens or other encumbrances;
7. Be dedicated for affordable residential units;

8. Have an established fair market value that is sufficient to mitigate the need for affordable housing created by the residential development for which it is provided, in accordance with the standards in the regulation; and

9. Be conveyed prior to or concurrent with approval of the first development permit for the residential development.

D. Payment of In-Lieu Fees

If the affordable workforce housing requirement is to be met by paying a fee in-lieu of constructing the required affordable workforce housing units, the following standards shall apply:

1. The in-lieu fee shall be based on the inclusionary goal, and calculated based on the housing assistance (subsidy) that will make the residential units needed affordable to the workforce.

   Comment. This analysis would occur in the Workforce Housing Support Study.

2. The in-lieu fee shall be paid at time of subdivision plan approval or building permit issuance, as appropriate.

3. The in-lieu fee shall be deposited into an interest-bearing affordable workforce housing trust account established by (insert name of local government), and may be spent only for the purposes of planning, subsidizing, or developing affordable workforce housing within (insert name of local government).

4. Any part of the fee that is not spent for the purposes set forth in paragraph 3 above within __ years after deposit into the affordable workforce housing trust account shall be returned to the fee payer at the fee payer's request.

5. If approval of the residential development for which the fee was paid expires without construction of any housing units, the fee shall be returned to fee payer, at the fee payer's request.

1.4 REQUIREMENTS FOR CONSTRUCTION OF AFFORDABLE HOUSING UNITS

1.4.1. GENERAL

Affordable workforce housing units constructed in accordance with this section shall:

A. Restrict and maintain the units as affordable, in perpetuity.

B. Comply with the minimum size requirements established in (insert local government)'s Affordable Housing Guidelines, attached as Exhibit __, and incorporated herein by reference.[5]

[5] In addition to the occupancy standards, local governments that establish inclusionary housing standards also establish guidelines that control the minimum size of the different types of affordable units built, as well as controls on the sale and rental of such units. The size requirements are established to ensure the affordable units are of a reasonable minimum size for the occupants. The sale and rental controls are established to ensure the units are sold or rented to members of the workforce that need affordable units (their income is such that they can only reasonably afford affordable units).

C. Restrict the sales and rental terms, and occupancy limitations to comply with (insert local government)'s Affordable Housing Guidelines.[6]

D. Use building materials that have a compatible exterior style to other units in the development.

E. Provide each unit, at a minimum, with a fully equipped kitchen and bathroom, areas for living and sleeping, and designated areas for storage.

F. Provide design features that are comparable to other market units in the development, including but not limited to: decks, patios, parking, fencing, and landscaping.

G. Comply with all applicable minimum zoning ordinance requirements, and the building code requirements.

H. Be ready for occupancy no later than the date of the initial occupancy of the free market portion of the residential development of which it is being provided (If the free market portion is developed in phases, the affordable residential units shall be developed in proportion to the phases.)

1.5 INDEPENDENT CALCULATION FOR ALTERNATIVE MITIGATION[7]

1.5.1. GENERAL

An applicant may elect to prepare an independent calculation for alternative mitigation if the applicant believes the nature, timing, or location of the proposed residential development is likely to result in less need for affordable workforce housing than otherwise required in this section. The independent calculation shall be prepared by the applicant and submitted to the Administrator with the mitigation plan. (See Section 1.2, Procedures.)

1.5.2. REQUIRED PRINCIPLES AND METHODS FOR INDEPENDENT CALCULATION

The independent calculation for alternative mitigation may provide alternative data in one or both of two areas: the need for affordable workforce housing or the occupancy rate of the affordable housing units. The applicant shall use generally accepted principles and methods and verifiable local information and data, and other appropriate materials to support the independent calculation for alternative mitigation.

[6] See footnote 5.

[7] In order to allow for a safety valve for unusual conditions, some inclusionary housing regulations include provisions (as do other exaction regulations) that allows the developer, through an independent analysis of the particular development, to demonstrate that the need for affordable workforce housing units created by the particular development is not as great as the community-wide nexus study (Workforce Housing Support Study) shows. This section allows for that type of independent analysis.

For example, an age-restricted (over 55) development run and operated by a religious institution for former ministers and church employees, subsidizes construction of the units so they can offer reduced rental rates to persons who qualify to live in the complex. The price reductions make the units much more affordable. Two other buildings with 50 one bedroom units were built and have been in operation for five years. Data shows that the rental rates for these units with this subsidy, make them much more affordable than the average one bedroom unit in the community. The development applicant could submit an independent calculation for alternative mitigation identifying these facts, and demonstrate how the developer will assure that the rental rates of these new units would remain at a level below what is generally expected in the community. Based on these circumstances, the affordable workforce housing mitigation requirements might be reduced.

1.5.3. REVIEW STANDARDS

If, on the basis of generally recognized principles of impact analysis, the Administrator determines the data, information, and assumptions used by the applicant to calculate the independent calculation satisfies the requirements of this section, the amount of affordable workforce housing needed for the proposed residential development will be adjusted, consistent with the findings in the independent calculation for alternative mitigation.

1.6 AFFORDABLE HOUSING AGREEMENT

Any adjustment made to the affordable housing needs required for proposed residential development in Section 1.3, Affordable Workforce Housing Standards, shall be set forth in an affordable housing agreement, which shall be made a part of the housing mitigation plan approval.

APPENDIX D MODEL INCLUSIONARY (SMART GROWTH)

SMART GROWTH / SMART ENERGY TOOLKIT BYLAW

Inclusionary Zoning Bylaw

Introduction

This model bylaw provides a menu of options for crafting inclusionary zoning bylaws that respond directly to local housing demands and real estate financial conditions. The zoning structure begins as a mandatory inclusionary zoning provision, then offers a series of optional exemptions to affordable housing development that mitigate hardships associated with affordable housing development. Section 04.2 includes a variety of incentives that can be used spur affordable housing development and mitigate the costs borne by developers. Commentary below specific provisions details the development implications of each exemption and incentive. Municipalities should carefully consider the development consequences of each of these policy choices in order to assemble zoning bylaws that respond directly to local economies. However, note that previous studies, [http://www.mhp.net/vision/zoning.php], indicate that mandatory provisions combined with strong incentives are most effective in promoting affordable housing development.

01.0 Purpose and Intent: The purpose of this bylaw is to encourage development of new housing that is affordable to low and moderate-income households. At minimum, affordable housing produced through this regulation should be in compliance with the requirements set forth in G.L. c. 40B sect. 20-24 and other affordable housing programs developed by state, county and local governments. It is intended that the affordable housing units that result from this bylaw/ordinance be considered as Local Initiative Units, in compliance with the requirements for the same as specified by the Department of Housing and Community Development. Definitions for affordable housing unit and eligible household can be found in the Definitions Section.

02.0 Applicability

1. In all zoning districts, the inclusionary zoning provisions of this section shall apply to the following uses:

(a) Any project that results in a net increase of [ten (10)] or more dwelling units, whether by new construction or by the alteration, expansion, reconstruction, or change of existing residential or non-residential space; and

COMMENT: *The number of units required to trigger the applicability of the inclusionary zoning provisions should reflect local real estate development demands. In built-out communities, inclusionary zoning could apply to developments with fewer units. For example, Brookline's affordable housing requirements apply when six new residential units are proposed. Other Massachusetts communities, including Boston and Cambridge bylaws specify ten (10) as the threshold number of new units required to trigger the application inclusionary zoning bylaws. The Cape Cod Commission regulations specify 30 units, but encourage the member towns to specify a 10-unit minimum.*

(b) Any subdivision of land for development of ten (10) or more dwelling units; and

COMMENT: It is recommended that the Town adopt a companion regulation to prevent intentional segmentation of projects designed to avoid the requirements of this bylaw (e.g. subdividing one large tract into two smaller tracts, each of which will contain fewer than 10 units or phasing a development such that each phase will contain fewer than 10 units). This "anti-segmentation" bylaw can specify that parcels held in common ownership as of the passage of this bylaw cannot later defeat the requirements of this regulation by segmenting the development. Note that the division of land trigger is accomplished by either filing a plan for the subdivision of land or the filing of a so-called approval not required plan.

(c) Any life care facility development that includes ten (10) or more assisted living units and accompanying services.

COMMENT: It is recommended that the Town review zoning definitions for life care facilities to ensure coordination between sections.

03.0 Special Permit: The development of any project set forth in Section 02.0 (above) shall require the grant of a Special Permit from the Board of Appeals or other designated Special Permit Granting Authority (SPGA). A Special Permit shall be granted if the proposal meets the requirements of this bylaw. The application procedure for the Special permit shall be as defined in Section _____ of the Town's zoning bylaw.

04.0 Mandatory Provision of Affordable Units:

1. As a condition of approval for a Special Permit, the applicant shall contribute to the local stock of affordable unit in accordance with the following requirements:

(a) At least ten (10) percent of the units in a division of land or multiple unit development subject to this bylaw shall be established as affordable housing units in any one or combination of methods provided for below:

(1) constructed or rehabilitated on the locus subject to the Special Permit (see Section 05.0); or

(2) constructed or rehabilitated on a locus different than the one subject to the Special Permit (see Section 06.0); or

(3) an equivalent fees-in-lieu of payment may be made (see Section 07.0); or

(4) An applicant may offer, and the SPGA may accept, donations of land in fee simple, on or off-site, that the SPGA in its sole discretion determines are suitable for the construction of affordable housing units. The value of donated land shall be equal to or greater than the value of the construction or set-aside of the affordable units. The SPGA may require, prior to accepting land as satisfaction of the requirements of this bylaw/ordinance,

that the applicant submit appraisals of the land in question, as well as other data relevant to the determination of equivalent value.

(b) The applicant may offer, and the SPGA may accept, any combination of the Section 04.1(a)(1)-(4) requirements provided that in no event shall the total number of units or land area provided be less than the equivalent number or value of affordable units required by this bylaw/ordinance.

COMMENT: *The provisions above establish the minimum number of, and methods for, provision of affordable units. Note that the applicant has four choices for providing affordable units. First, they may construct or rehabilitate units on the site subject to the Special Permit. Second, they may construct or rehabilitate units at a different site than the one subject to the Special Permit. Third, they may offer fees-in-lieu of the construction of affordable housing units, more fully discussed in Section 07. Fourth, they may offer, and the SPGA may accept, land on- or off-site for the purposes of constructing affordable units, perhaps by the Town or a non-profit entity or a subsequent developer. Finally, the applicant may propose and the SPGA may accept any combination of options one through four.*

(c) As a condition for the granting of a Special Permit, all affordable housing units shall be subject to an affordable housing restriction and a regulatory agreement in a form acceptable to the Planning Board. The regulatory agreement shall be consistent with any applicable guidelines issued by the Department of Housing and Community Development and shall ensure that affordable units can be counted toward the [town]'s Subsidized Housing Inventory. The regulatory agreement shall also address all applicable restrictions listed in Section 0.9 of this bylaw. The Special Permit shall not take effect until the restriction, the regulatory agreement and the special permit are recorded at the Registry of Deeds and a copy provided to the Planning Board and the Inspector of Buildings.

COMMENT: *Regulatory agreements are an essential component to any affordable housing development as they are the primary vehicle for recording these restrictions in a manner recognized by the Commonwealth. The content of agreements will vary depending on a variety of factors including: the type of housing (rental or ownership), the method of property transferal, the income limits, the town's housing administrative structure, etc. Sample restrictions can often be found attached to approved Plan Production Plans (http://www.mass.gov/dhcd/components/SCP/PProd/plans.htm).*

2. To facilitate the objectives of this Section 04.0, modifications to the dimensional requirements in any zoning district may be permitted for any project under these regulations, as the applicant may offer and the SPGA may accept, subject to the conditions below:

(a) FAR Bonus. The FAR normally permitted in the applicable zoning district for residential uses may be increased by up to thirty (30) percent for the inclusion of affordable units in accordance with Section 04.1 (above), and at least fifty (50) percent of the additional FAR should be allocated to the affordable units. In a mixed use

development, the increased FAR may be applied to the entire lot, however any gross floor area increase resulting from increased FAR shall be occupied only by residential uses, exclusive of any hotel or motel use.

(b) Density Bonus. The SPGA may allow the addition of two market rate units for each affordable unit provided as part of compliance with the Special Permit. The minimum lot area per dwelling unit normally required in the applicable zoning district may be reduced by that amount necessary to permit up to two (2) additional market rate units on the lot for each one affordable unit required in Section 04.1 (above).

COMMENT: *The provisions above provide a baseline density bonus of two market rate units for every one affordable unit provided by an applicant. This density bonus will likely cover the cost to the developer of providing each required affordable unit. These provisions may also make the adoption of mandatory inclusionary zoning more politically feasible. Communities may choose to omit this provision in favor of offering density bonuses for affordable units above and beyond the baseline requirement of 10%. However, the two different approaches may be used together as in this model bylaw. The following provision (04.2(c)) illustrates how density bonuses can be provided for affordable units beyond the baseline 10%.*

(c) Voluntary Inclusionary Housing Bonus. New affordable housing development that is not subject to Section 02.0 and exceeds the requirements specified in Section 04.1(a) may receive the same benefits specified in Sections 04.2(a) and 04.2(b) when the development is approved by the SPGA. The net increase in housing units shall not exceed [fifty percent 50%] of the original property yield before any density bonuses were applied.

COMMENT: *Where communities are willing to allow density increases for associated with affordable units provided above and beyond the baseline 10%, the important issue to address is what the overall "cap" will be for the density bonus. The model uses a net 50% over the property yield as a potential cap for density increase, but communities could consider higher increases depending on the existing minimum lot size and the goals of their Comprehensive Plan.*

05.0 Provisions Applicable to Affordable Housing Units On- and Off-Site:

1. Siting of affordable units. All affordable units constructed or rehabilitated under this bylaw shall be situated within the development so as not to be in less desirable locations than market-rate units in the development and shall, on average, be no less accessible to public amenities, such as open space, as the market-rate units.

2. Minimum design and construction standards for affordable units. Affordable housing units shall be integrated with the rest of the development and shall be compatible in design, appearance, construction, and quality of materials with other units. Interior features and mechanical systems of affordable units shall conform to the same specifications as apply to market-rate units.

COMMENT: The provisions above provide general guidelines meant to ensure that the affordable housing is well integrated with and visually indistinguishable from market rate housing. These goals can be strengthened by specifying site plan and building material standards.

Market-rate Unit (% Complete)	Affordable Housing Unit (% Required)
<30%	-
30% plus 1 unit	10%
Up to 50%	30%
Up to 75%	50%
75% plus 1 unit	70%
Up to 90%	100%

Fractions of units shall not be counted.

3. Timing of construction or provision of affordable units or lots. Where feasible, affordable housing units shall be provided coincident to the development of market-rate units, but in no event shall the development of affordable units be delayed beyond the schedule noted below:

COMMENT: The table above establishes the required schedule for completion of affordable units in conjunction with the completion of market rate units. For example, a 100-lot subdivision requires 10 affordable units. Assume all 10 affordable units are to be constructed on-site. Upon completion of the 31st market rate unit, the developer must construct at least 1 affordable unit (10% of 10). After completion of the 50th unit, the applicant must have constructed at least 3 affordable units (30% of 10), and so on. Towns are free to adjust this schedule, but should bear in mind that a minimum number of market rate units are often needed to create sufficient cash flow to make the overall project work. To that end, it is recommended that the initial affordable unit requirement not be triggered until at least one-third of the market units are constructed.

4. Marketing Plan for Affordable Units. Applicants under this bylaw/ordinance shall submit a marketing plan or other method approved by the Town through its local comprehensive plan, to the SPGA for its approval, which describes how the affordable units will be marketed to potential home buyers or tenants. This plan shall include a description of the lottery or other process to be used for selecting buyers or tenants.

COMMENT: A marketing plan is considered essential to the success of affordable housing development in many parts of Massachusetts. Issues of how the units are advertised, how qualified applicants are sought and determined, and methods for reducing delays for qualified applicants are key to the use of this bylaw/ordinance. As an option, the responsibilities under this provision could be transferred to a local housing partnership or authority.

06.0 Provision of Affordable Housing Units Off-Site:

1. As an alternative to the requirements of Section 05.0, an applicant subject to the bylaw/ ordinance may develop, construct or otherwise provide affordable units equivalent to those required by Section 04.0 off-site. All requirements of this bylaw/ordinance that apply to on-site provision of affordable units, shall apply to provision of off-site affordable units. In addition, the location of the off-site units to be provided shall be approved by the SPGA as an integral element of the Special Permit review and approval process.

COMMENT: Allowing off-site provision of affordable units gives flexibility to developers and allows municipalities to more carefully control the siting of new affordable housing development. Towns should add review criteria for the approval of off-site locations to ensure that new affordable housing development promotes the goal of creating mixed-income neighborhoods and encourages development or conversion of affordable units near areas with municipal services or access to public transportation may. Relegating the provision of the affordable units to undesirable portions of the community does little to promote the purposes of this bylaw/ ordinance. Furthermore, towns and cities with more economically segregated neighborhoods should consider striking this provision from the bylaws to ensure that each new residential development built in any neighborhood contains some affordable housing.

07.0 Fees-in-Lieu-of Affordable Housing Unit Provision:

1. As an alternative to the requirements of Section 05.0 or Section 06.0, an applicant may contribute to an established local housing trust fund to be used for the development of affordable housing in lieu of constructing and offering affordable units within the locus of the proposed development or at an off-site locus.

(a) Calculation of fee-in-lieu-of units. The applicant for development subject to this bylaw may pay fees-in-lieu of the construction of affordable units. For the purposes of this bylaw/ordinance the fee-in-lieu of the construction or provision of affordable units will be determined as a per-unit cost as calculated from regional construction and sales reports. The SPGA will make the final determination of acceptable value.

COMMENT: This Section provides a cash payment option in lieu of providing affordable units. The payment value may differ for each municipality and will depend on the size of the affordable housing unit discount that would be necessary to make the unit affordable (e.g. median sale price of market rate unit minus maximum sale price of a three-bedroom affordable dwelling unit). Fees-in-lieu will need to be recalculated regularly to account for inflation and other market changes. Furthermore, the local housing trust fund will need to be closely regulated to ensure that dollars contributed to the fund are spent exclusively on the provisioning of affordable housing. This is the appropriate section for specifying guidelines for administering the housing trust and stipulating the governance structure by which the trust will be managed.

Municipalities that significantly lack affordable housing opportunities should consider heavily restricting the fee-in-lieu payment option. In built-out communities, housing trust funds often grow and sit unused because sites appropriate for affordable housing development are not available. Additionally, affordable housing trusts can force municipal agents into the role of real estate developers, which local government officials may be poorly suited for or reluctant to do. Cities such as Cambridge have eliminated the fee-in-lieu payment option in almost all cases except for extreme hardship in order to ensure that affordable housing is built by the developers at the same time that new development is under construction.

(b) Schedule of fees-in-lieu-of-units payments. Fees-in-lieu-of-units payments shall be made according to the schedule set forth in Section 05.3, above.

COMMENT: This section establishes the fee-in-lieu of payments schedule to coincide with the schedule for provision of units established by Section 05.3. For example, a 50-lot subdivision requires five affordable units. An applicant choosing to make fee-in-lieu of payments would be required to pay $5X (5 units @ $X per unit). The payment schedule would require 10 percent of the $5X after the 16th market rate unit was built, and $100,000 after the 38th market rate unit was built and so on, according to the schedule noted in Section 05.3.

(c) Creation of Affordable Units. Cash contributions and donations of land and/or buildings made to the Town or its Housing Trust in accordance with Section 07.1 shall be used only for purposes of providing affordable housing for low or moderate income households. Using these contributions and donations, affordable housing may be provided through a variety of means, including but not limited to the provision of favorable financing terms, subsidized prices for purchase of sites, or affordable units within larger developments.

08.0 Maximum Incomes and Selling Prices: Initial Sale:

1. To ensure that only eligible households purchase affordable housing units, the purchaser of a affordable unit shall be required to submit copies of the last three years' federal and state income tax returns and certify, in writing and prior to transfer of title, to the developer of the housing units or his/her agent, and within thirty (30) days following transfer of title, to the local housing trust, community development corporation, housing authority or other agency as established by the Town, that his/her or their family's annual income level does not exceed the maximum level as established by the Commonwealth's Department of Housing and Community Development, and as may be revised from time to time.

2. The maximum housing cost for affordable units created under this bylaw is as established by the Commonwealth's Department of Housing and Community Development, Local Initiative Program or as revised by the Town.

COMMENT: The Department of Housing and Community Development publishes maximum income, selling prices and monthly rent ceilings for occupants of affordable income housing units (Department of Housing and Community Development, Local Initiative Program, July 1996). Individual towns are free to adjust these numbers to accommodate local needs and concerns; however, it is recommended that the Department's guidelines be reviewed prior to setting local ceilings. These provisions may be more appropriately handled by the local housing partnerships rather than the developer.

09.0 Preservation of Affordability; Restrictions on Resale:

1. Each affordable unit created in accordance with this bylaw shall have limitations governing its resale through the use of a regulatory agreement (Section 0.4.1(c)). The purpose of these limitations is to preserve the long-term affordability of the unit and to ensure its continued availability for affordable income households. The resale controls shall be established through a restriction on the property and shall be in force in perpetuity.

(a) Resale price. Sales beyond the initial sale to a qualified affordable income purchaser shall include the initial discount rate between the sale price and the unit's appraised value at the time of resale. This percentage shall be recorded as part of the restriction on the property noted in Section 9.1, above.

COMMENT: For example, if a unit appraised for $100,000 is sold for $75,000 as a result of this bylaw, it has sold for 75 percent of its appraised value. If the appraised value of the unit at the time of proposed resale is $150,000, the unit may be sold for no more than $112,500--75 percent of the appraised value of $150,000.

(b) Right of first refusal to purchase. The purchaser of an affordable housing unit developed as a result of this bylaw shall agree to execute a deed rider prepared by the Town, consistent with model riders prepared by Department of Housing and Community Development, granting, among other things, the municipality's right of first refusal to purchase the property in the event that a subsequent qualified purchaser cannot be located.

(c) The SPGA shall require, as a condition for Special Permit under this bylaw, that the applicant comply with the mandatory set-asides and accompanying restrictions on affordability, including the execution of the deed rider noted in Section 10.1(b), above. The Building Commissioner/Inspector shall not issue an occupancy permit for any affordable unit until the deed restriction is recorded.

COMMENT: This Section provides language to ensure that the affordable housing units remain affordable by restricting re-sales in perpetuity and by granting the Town a right of first refusal to purchase the dwelling unit should a qualified purchaser, beyond the initial purchaser, not be found. The restrictions on resale are designed to encourage the homeowner to maintain and improve the property while at the same time ensure that if and when sold, the new qualified buyer is able to enjoy the same discount between sale price and appraised value. It is important to emphasize that the restrictions on resale do not block, in any way, the property owner from realizing a profit on the resale of the dwelling unit. Rather, as noted, the resale restriction passes on the initial discounted rate enjoyed by the initial buyer to the new, qualified buyer.

10.0 Conflict with Other Bylaws/Ordinances: The provisions of this bylaw/ordinance shall be considered supplemental of existing zoning bylaws/ordinances. To the extent that a conflict exists between this bylaw/ordinance and others, the more restrictive bylaw/ordinance, or provisions therein, shall apply.

COMMENT: This provision establishes that where a conflict exists between this bylaw/ ordinance and an existing (or future) bylaw/ordinance, the more restrictive provisions of either would apply. For example, this bylaw/ordinance requires a Special Permit for the division of land into ten or more lots, whereas that requirement may not currently exist in existing town bylaws/ordinances. Section 10.0 states that the more restrictive provision applies during a conflict, thus the Special Permit requirements of this bylaw/ordinance would supersede (overrule) the provisions of existing bylaws/ordinances.

11.0 Severability: If any provision of this bylaw is held invalid by a court of competent jurisdiction, the remainder of the bylaw shall not be affected thereby. The invalidity of any section or sections or parts of any section or sections of this bylaw shall not affect the validity of the remainder of the [town]'s zoning bylaw.

COMMENT: This Section is a generic severability clause. Severability clauses are intended to allow a court to strike or delete portions of a regulation that it determines to violate state or federal law. In addition, the severability clause provides limited insurance that a court will not strike down the entire bylaw should it find one or two offending sections.

Prepared by

Strategic Planning Group, Inc.
830-13 North A1A, Suite 402
Ponte Vedra Beach, FL 32082
(800) 213-PLAN
C (904) 631-8623
www.SPGINC.ORG
rgray@spginc.org

CONSULTANT FOR WORK-FORCE HOUSING PROGRAM

RFP 2019-054PZ

Prepared for:

City of Palm Beach Gardens

Submitted by:

Strategic Planning Group, Inc.
830-13 NA1A, Suite 402
Ponte Vedra Beach, FL 32082
800-213-PLAN; 904 631-8623
rgray@spginc.org

in association with:
IBI Group, Inc.

TAB 1

INTRODUCTION

March 13, 2019

Patricia Snider, CMC
City Clerk
10500 North Military Trail
Palm Beach Gardens, FL 33410

Re: Consultant For Workforce Housing
RFP2019-054PZ

Dear Ms. Snider:
Strategic Planning Group, Inc. (SPG) is pleased to submit its qualifications to provide professional services to the City of Palm Beach Gardens in assisting the City develop a Workforce Housing Program. SPG, founded in 1983, is a Florida-based planning and economic consulting firm with extensive experience in assisting Florida counties and municipalities in defining and planning for affordable and workforce housing needs including approved and implemented Workforce Housing Linkage Programs.

We have prepared similar workforce/affordable housing study for the City of Coconut Creek, Florida where we developed the City's approved Commercial Workforce Housing Linkage Fee and Ordinance; **one of two approved citywide Workforce Housing Linkage programs in Florida**. We have just completed a Workforce Housing /Linkage Fee Program for Dania Beach which should be approved next month and are currently preparing St. Petersburg Workforce Housing/Linkage Fee Program. We have completed linkage programs for the Cities of Sunrise and most recently Coral Gables. Other Affordable/Workforce Housing Studies include the City of Ft. Lauderdale's Workforce Housing (In Lieu of) Linkage Program and Palm Beach County's Affordable Housing Study as well as the County's separate Workforce Housing Study.

Strategic Planning Group, Inc. is also a leader in preparing Comprehensive Plans for Florida communities. Examples include Clay, Bay, Escambia, Polk, Pasco, Jackson, Lake, and Seminole Counties as well as the following cities: Altamonte Springs, Apopka, Casselberry, Daytona Beach Shores, Delray Beach, Edgewater, Jacksonville Beach, Kissimmee, Maitland, North Miami, Oldsmar, Pensacola Beach, and Winter Haven.

The key personnel assigned to this Study are senior consultants with extensive affordable/workforce housing as well as comprehensive planning and real estate market experience. **As shown in this submittal, SPG is Florida's leading consulting organization assisting local governments in the preparation of affordable housing strategies.**

SPG is committed to excellence and has the desire and capability to provide our clients with the best possible services. Should you have any questions or desire additional information, please do not hesitate to contact me. We appreciate the opportunity to respond to your Request for Proposal and look forward to the opportunity to work with the City.

Sincerely,
Strategic Planning Group, Inc.

Robert J. Gray, AICP, President
830-13 N A1A, Suite 402
Ponte Vedra Beach, FL 32082
800 213-PLAN (7526); cell 904 631-8623
rgray@spginc.org

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RECENT EXAMPLE (DANIA BEACH) IS CONTAINED IN THE FLASH DRIVE

TAB 3

PROPOSER INFORMATION, EXPERIENCE AND REFERENCES

Company Background

Strategic Planning Group, Inc. (SPG) is highly qualified to provide the necessary expertise needed to assist the City of Palm Beach Gardens prepare it's Workforce Housing Program. As evidence, we submit the following statement of qualifications and experience.

SPG, an international workforce housing, economics, planning consulting firm was founded in 1983. The core of our practice is the implementation of economically viable developments—public or private. Increasingly, SPG's role is to act as the client's representative assisting in the coordination of the various disciplines associated with affordable / workforce housing: market and financial feasibility studies/research, permitting, design and construction, financing and management.

The field of housing has changed significantly since the *Great Recession* and the *Housing Bust*. Today, land costs, the capital market, environmental regulations and permitting have added significant costs and time to the development process. SPG is a pioneer in the use of strategic planning concepts in developing affordable/workforce housing programs for local and state governments. We are one of the first consulting organizations to successfully merge the fields of affordable housing, growth management, land development regulations, and economic development consulting. Perhaps, most importantly, we are internationally known for forging public/private partnerships and developing public consensus.

At the heart of all our studies is the belief that, in order to succeed, planning must be based on sound economic and market principles and have solid stakeholder involvement throughout the entire planning and implementation process.

Since 1983, we have continuously provided professional affordable/workforce housing, planning, and market feasibility services to local government entities throughout the Southeast. Our firm is committed to providing the highest quality of professional services to our clients. The success of this philosophy is evidenced by our clients satisfaction with the services we provide. We are extremely proud of the fact that we maintain an 90% client retention standing.

SPG's staff is comprised of senior professionals with extensive affordable housing, development economics, market research, and growth management expertise that brings a dynamic, multidisciplinary approach to all projects we participate in.

State of Florida
Department of State

I certify from the records of this office that STRATEGIC PLANNING GROUP, INC. is a corporation organized under the laws of the State of Florida, filed on November 21, 1983.

The document number of this corporation is G72058.

I further certify that said corporation has paid all fees due this office through December 31, 2019, that its most recent annual report/uniform business report was filed on March 12, 2019, and that its status is active.

I further certify that said corporation has not filed Articles of Dissolution.

Given under my hand and the Great Seal of the State of Florida at Tallahassee, the Capital, this the Twelfth day of March, 2019

Secretary of State

Tracking Number: 9425672146CC

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication

SPG combines its experience and resources as a leader in:

- Affordable/Workforce Housing
- Redevelopment Planning
- Economic Development
- Real Estate Market and Financial Feasibility Studies
- Comprehensive Planning (Land Use Plans)

The American Planning Association (APA) and USAID have acknowledged SPG's successes in achieving public consensus including award winning plans for: the Initial Action Plan for Jacksonville, Florida's Downtown and for the Vision 2020 Redevelopment Plan for Kingston, Jamaica. SPG uses charrettes, focus groups, workshops, interviews and survey research to fully "engage" stakeholders. Depending on client needs, web hosting is available. **SPG's** consultant team assists our public and private sector clients to maximize profitability and minimize costs while improving the quality of the investment. Some of the services we provide are listed below.

PLANNING STUDIES

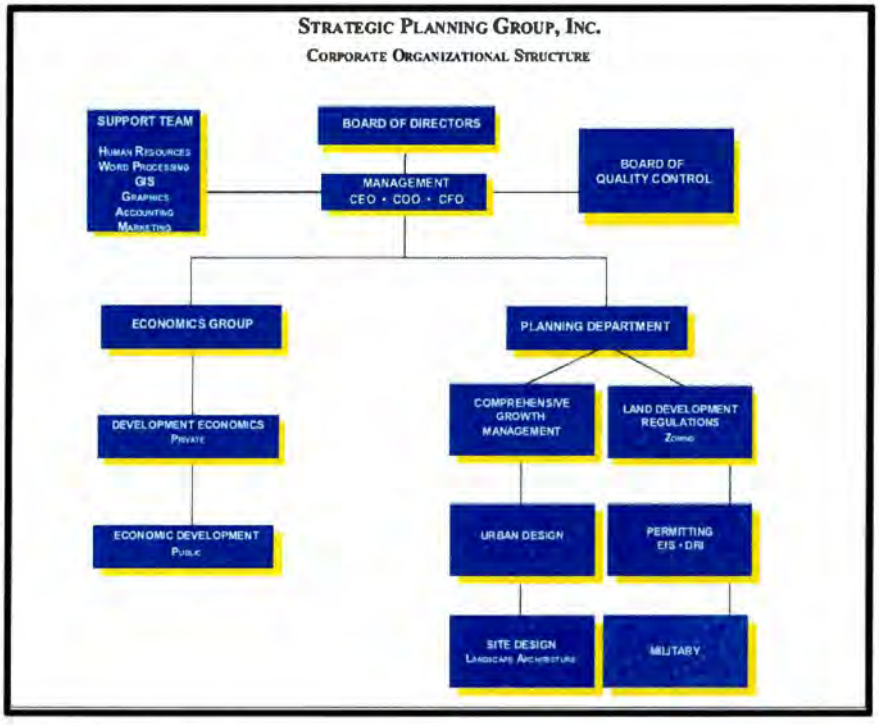
Affordable/Workforce Housing
Elderly Housing
Revitalization Plans
Island Planning
Tourism Planning
Land Development Regulations
Economic Development Strategies
Capital Improvement Programs
Long Range Comprehensive Plans

ECONOMIC DEVELOPMENT

Site Selection Services
Economic Targeting
Workforce Development
Incentive Planning
Strategic Plan Development
Economic Development Strategies
Community Development

MARKET AND ECONOMIC STUDIES

Development Economics
Market Assessments
Market Feasibility Study
Absorption and Pricing Study
Development Planning and Permitting
Highest and Best Use Studies
Investment Analysis
Economic and Fiscal Impact
Integrated Economic Analysis



STRATEGIC PLANNING

Social and Economic Development
Environmental Analysis and Mediation
Consensus Planning & Implementation Strategies
Public Policy

AFFORDABLE/WORKFORCE HOUSING

Strategic Planning Group, Inc. (SPG) is a real estate market, economics and planning consulting firm focused upon providing clients with independent, comprehensive consulting services. Our residential consulting services are provided by experienced professionals in the fields of development economics, urban planning, housing, marketing, and finance.

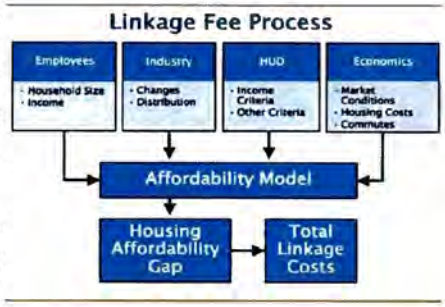
SPG serves clients throughout the United States and provides professionals in the housing industry with the critical information required to make informative development and financial decisions.

The identification of the market characteristics of supply and demand and potential consumers and achievable levels of absorption set the stage, for SPG can offer continuing assistance through the coordination and implementation of affordable and workforce housing programs including residential and nonresidential linkage nexus studies and fees.

Our detailed analysis of the marketplace, combined with years of development and consulting experience will help developers, investors, and financial concerns to better position products and capture selected target market segments, resulting in optimal efficiency, improved overall sales performance and increased profitability.

Public Sector:
- Cape Coral, FL
- Coconut Creek, FL
- Coral Gables, FL
- Dania Beach, FL
- Edgewater, FL
- Escambia County, FL
- Florida Housing Finance Corporation
- Ft. Lauderdale, FL
- Hall County, GA
- Orange County, FL
- Ormond Beach, FL
- Palm Beach County, FL
- Panama City, FL
- Pasco County, FL
- Pinellas County, FL
- Plant City, FL
- St. Johns County, FL
- St. George, UT
- St. Petersburg, FL
- Sunrise, FL
- Tampa, FL
- Temple Terrace, FL
- Titusville, FL
- Washington County, UT

Private Sector:
- Alette Corporation (Minnesota Power & Light)
- Arvida Corporation
- Avatar Corporation
- David Weekley Homes
- Fairfield Communities
- First National Bank of Chicago
- Fletcher Land Corporation
- Fore Property Company
- Forest City Group
- General Development
- Gibraltar Savings and Loan
- Gulfstream Land
- Hovnavian Homes
- IStar REIT
- ITT Palm Coast
- Lennar Corporation
- Major Realty Corporation
- Pulte Homes
- Robex International



RESIDENTIAL SERVICES

Market Feasibility Analysis
Absorption Potentials
Competitive Product Surveys
Consumer Profiles
Demand/Supply Projections
Demographic Analysis
Site Potentials

Management Support
Advertising Coordination
Development Strategies
Product Refinement
Public Relations Coordination
Real Estate Work-outs
Site Selection

Product Positioning
Crime Prevention Design
Density
Lot Sizing/Configuration
Product Characteristics
Product Types
Product/Project Amenities
Sizing, Pricing, Mix

Financial Feasibility
Cash Flow Analysis
Internal Rate of Return
Pro Forma Financial Statements

Marketing and Sales Strategy
Development Phasing
Product Merchandising

Workforce Housing
Affordability GAP Assessment
Linkage Fee/Nexus Studies
Workforce Housing Needs

Florida Clients County & Local Government	RE Market and Analysis	Redevelopment/Revitalization	Economic Development	Urban Planning	Fiscal Analysis - CIP	Tax Increment Financing (TIF)	Housing Study	Affordable/Workforce Housing	Commercial Feasibility	Retail Feasibility	Recreation Study	Tourism	Demographics	Strategic Planning	Site Selection/Evaluation	Facility Planning	Growth Management	EIS/DRI	Workforce Analysis	Concensus Building	Grants
Apopka	x	x		x					x							x					
Boca Raton	x									x					x						
Boynton Beach	x	x	x	x		x	x	x	x				x	x			x			x	
Bradenton	x	x																			
Brevard County	x	x	x		x			x			x	x	x		x						
Citrus County	x		x																		
Clay County	x		x	x	x		x				x		x				x		x	x	
Cape Coral								x													
Cocoa	x	x	x	x	x	x	x	x	x	x			x	x	x		x				x
Coconut Creek							x	x													
Coral Gable								x													
Dania Beach								x													
Daytona Beach Shores		x		x			x	x	x		x		x				x			x	
Deland	x	x	x			x			x	x					x						
Delray Beach	x	x		x			x	x	x	x			x	x			x			x	x
Deltona			x																		
Edgewater							x	x									x			x	
Fort Lauderdale	x						x	x		x		x	x		x				x		
Fort Pierce	x							x					x								
Fort Myers	x	x							x	x		x	x							x	x
Hallandale		x		x		x															
Hernando County	x		x				x	x							x				x		
Hillsborough County			x											x	x		x				
Jacksonville Beach	x	x		x	x	x	x	x	x	x	x		x	x	x		x	x	x	x	x
Jacksonville	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Kissimmee	x		x												x						
Key West	x			x	x		x	x					x	x					x		
Leon County	x	x	x	x	x		x	x				x			x		x	x		x	x
Maitland	x	x	x	x					x	x				x			x				
Marion County			x																		
Melbourne	x	x		x	x	x	x	x	x	x	x		x			x				x	
Navarre Beach	x			x				x	x	x		x					x				
North Miami	x	x	x	x	x	x		x	x	x				x			x			x	x
North Port	x	x	x		x				x	x		x		x	x	x			x		
Orange County	x	x	x		x			x		x				x	x	x	x			x	
Orlando	x	x	x	x			x	x	x	x			x	x	x						
Ormond Beach	x	x	x	x	x	x	x	x	x	x			x	x	x		x		x	x	
Palatka		x	x	x									x	x						x	
Palm Beach County							x	x													
Palm Coast	x	x	x	x	x	x	x	x	x	x			x	x		x	x			x	
Panama City	x	x		x	x			x	x	x		x	x			x	x			x	
Pasco County	x	x	x	x	x		x	x						x	x		x				
Pembroke Pines	x		x										x							x	
Pensacola	x	x		x			x	x									x		x		
Pensacola Beach				x			x		x	x		x	x				x				
Pinellas County	x	x		x			x	x						x							
Polk County			x	x	x				x								x			x	
Plant City			x				x	x													
Rockledge		x		x					x	x										x	
Safety Harbor		x	x	x				x	x	x						x				x	
Sarasota	x	x	x		x	x			x	x		x			x						
St. Augustine	x	x	x	x					x	x					x		x			x	
St. Cloud				x													x				
St. Johns County	x		x				x	x													
St. Lucie County			x																x		
St. Petersburg	x	x	x	x	x		x	x	x	x	x		x	x	x		x		x	x	x
Sunrise							x	x													
Sumter County	x		x													x					
Tallahassee	x	x	x	x				x	x	x					x	x				x	
Tarpon Springs	x	x	x	x				x	x	x		x					x			x	
Temple Terrace			x	x				x	x								x				
Titusville	x	x	x	x				x									x			x	
Vero Beach	x	x		x		x	x		x	x							x		x	x	x
Walton County	x		x								x	x	x								
Wilton Manor			x																		
Winter Haven	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x		x		x	x	x

Accomplishments

Strategic Planning prepared Florida's first Non Residential Workforce Housing Fee/Ordinance for the City of Coconut Creek in 2005 (Winter Park established a straight permit fee earlier). Coconut Creeks Workforce Housing Linkage Fee has been in existence for 13 years and has never been challenged.

SPG prepared the Workforce/Affordable Housing Program for Washington County, Utah as part of Utah's award winning Envision Utah/Dixie program.

Because some the tasks of this study involve review and suggested changes to the City's Comprehensive Plan, it should be noted that SPG has prepared over 20 Comprehensive Plans including Comprehensive Plans for Clay County and Polk County which were awarded best Comprehensive Plans by 1000 Friends of Florida.

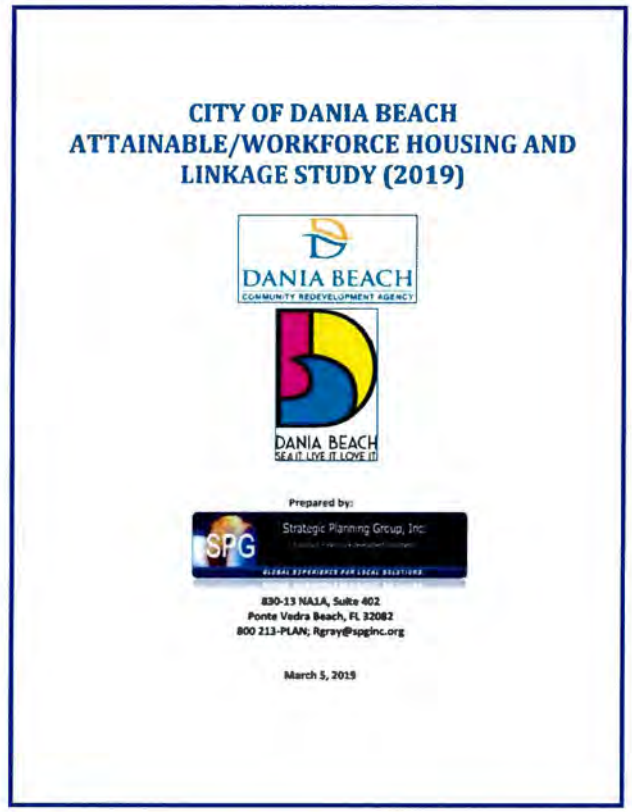
SPG also prepared the highly acclaimed Economic Development Strategic Plan for Pembroke Pines as well as Pasco County.

Strategic Planning Group, Inc. has been invited to make presentations to such Agencies as Florida Housing Corporation, Shimberg Institute, San Antonio, Texas Affordable/Workforce Housing Conference, etc.

Strategic Planning Group, Inc. was retain to develop an attainable/workforce housing program for the City of Dania Beach, FL. The analysis yielded a connection between new construction of office, industrial, commercial, and hotel buildings and the need for additional affordable/workforce housing; a connection that is quantified both in terms of number of units and in terms of subsidy assistance to make units affordable.

This report suggests that a mandatory workforce housing linkage fee be assessed to all new residential developments over 10 units. The developer, working with the City could receive FAR, parking, impact and permit fee waiver or reductions, etc., City workers, teachers and heads of households that work within Dania Beach would be given first right of refusal for attainable housing units.

This report recommends that the City would charge a linkage fee for each type of land use on all new construction. The fee would be subject to an escalator (for example CPI inflator).



Strategic Planning Group, Inc. was retained by the City of St. Petersburg, FL to develop its Workforce Housing Program. The scope of work detailed six (6) major phases:

(1) Housing Market Affordability Gap Analysis
(2) Development Feasibility
(3) Nexus Analysis and Maximum Justifiable Linkage Fees
(4) Exemptions
(5) Prepare and Present Report
(6) Provide Information on Linkage Fees in Other Jurisdictions

SPG started the Project on March 4, 2019 with a completion date of 4 months.

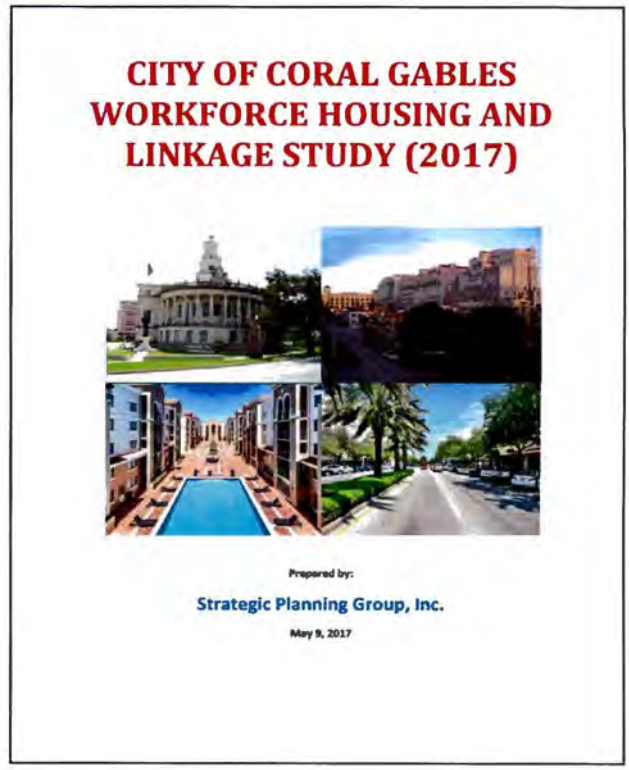
Strategic Planning Group, Inc. was retain to develop a workforce housing linkage fee for the City of Coral Gables, FL. The analysis yielded a connection between new construction of office, industrial, commercial, and hotel buildings and the need for additional affordable housing; a connection that is quantified both in terms of number of units and in terms of subsidy assistance to make units affordable.

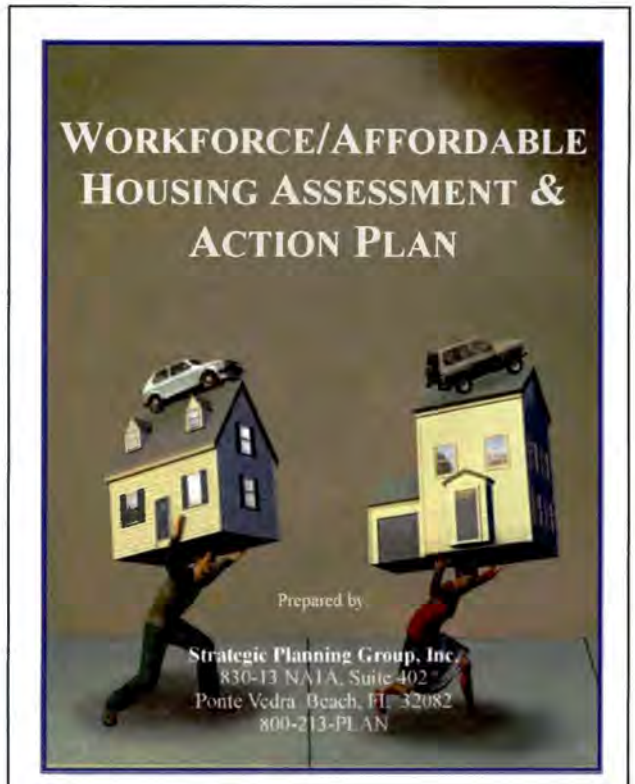
This report suggests that a mandatory (10%) workforce housing linkage fee be assessed to all new residential developments over 10 units. The developer, working with the City could receive FAR, parking, impact and permit fee waiver or reductions, etc., City workers, teachers and heads of households that work within Coral Gables would be given first right of refusal for attainable housing units. Where feasible (US 1 Corridor), the City would allow for a 20 percent density for the mandatory attainable workforce housing units.

This report recommends that the City would charge a linkage fee for each type of land use summarized below on all new construction. An alternative would be to charge a singular average linkage fee ($2.35 per square feet as shown below) to all non-residential developments. The fee would be subject to an escalator (for example CPI inflator).

Strategic Planning Group, Inc. was retained by the City of Cape Coral to develop its Workforce Housing Program. The scope of work detailed two (2) major phases: A. Market Analysis and Workforce/Affordable Housing Assessment; B. Action Study.

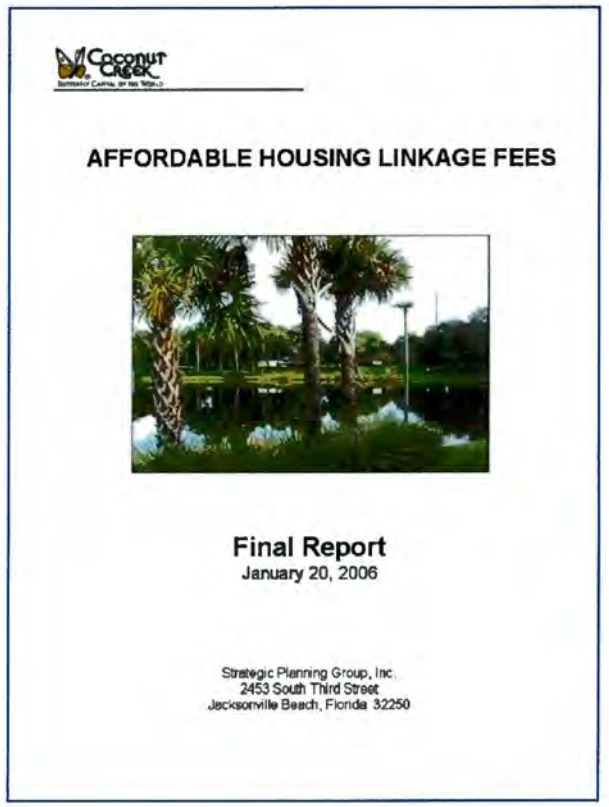
Like other areas of the United States that have experienced rapid growth, and rising home prices, Lee County and the City of Cape Coral have reached the point where "affordability" of housing has become a regional issue. Many residents and organizations indicated workforce/affordable housing as a possible "critical concern" and a future detriment to economic development in Lee County. The study was commissioned to dimension the supply and demand of workforce/affordable housing and provide implementation strategies to address the affordability GAP.





Strategic Planning Group, Inc. was retain to develop a workforce housing linkage fee for the City of Coconut Creek, FL. This linkage program which was unanimously adopted by the City in March 2006, focused on the relationships among development, growth, employment, income and demand for housing. The analysis yielded a connection between new construction of office, industrial, commercial, and hotel buildings and the need for additional affordable housing; a connection that is quantified both in terms of number of units and in terms of subsidy assistance to make units affordable.

Coconut Creek is only the second Florida City to adopt a commercial linkage fee. Winter Park adopted a similar but more inclusive ordinance in 1990 which covers all building types (residential or commercial).



Strategic Planning Group, Inc. was retained by the City of Fort Lauderdale to develop its Workforce Housing Program. The Program was comprised of several steps used to convert new employment into households and income categories in order to determine gaps in housing affordability at different income levels.

The following defines each step of the analysis.

Step 1 – Identifying Existing Occupations and Wages

Step 2 – Adjustment from Employees to Employee Households

Step 3 – Estimates of Employee Households meeting the Income Level Definitions

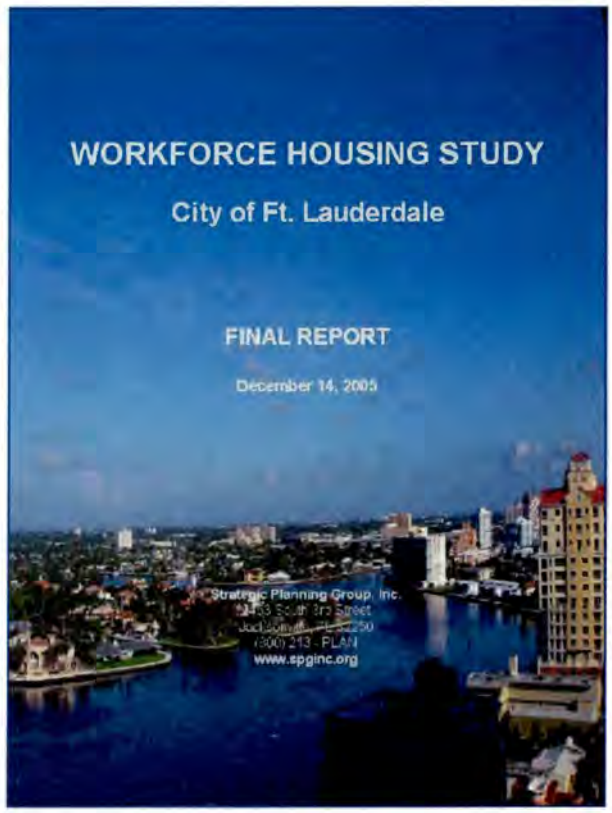
Step 4 – Rental Housing Affordability

Step 5 – Ownership Housing Affordability

Step 6- GAP Analysis for Rental and Ownership

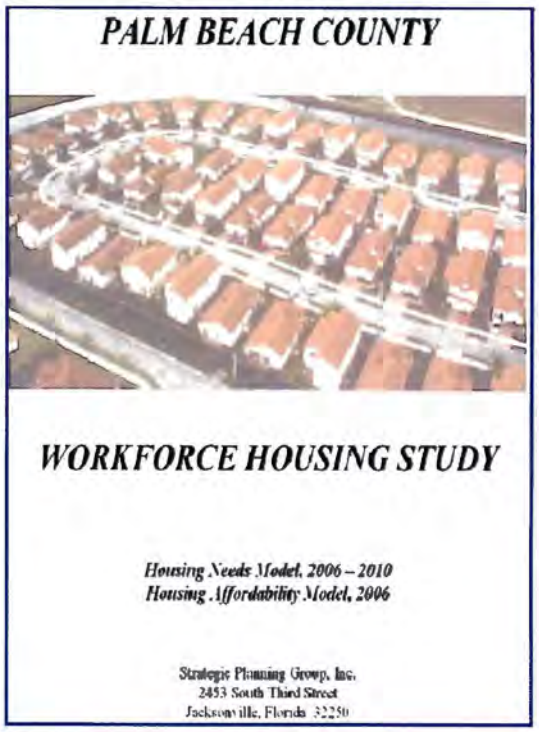
Step 7 – Tools and Incentives to reduce GAP

Step 8 – Workforce Housing Ordinance and In-lieu of Fee Program

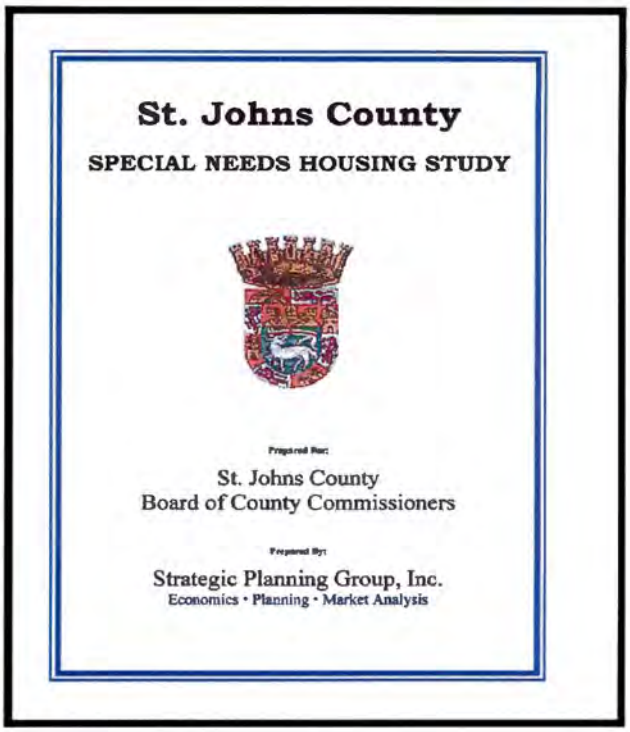


Workforce Housing Study, Palm Beach County, Florida After completing Palm Beach County's Affordable Housing Study (0-80% AMI) Palm Beach County retained SPG to prepare a workforce housing program whose income ranges ranged from 60%-140% AMI. This study included development of workforce housing models that staff could use to continually update the findings of the study which are used to support the County's mandatory inclusionary zoning ordinance.

The project included public workshops.

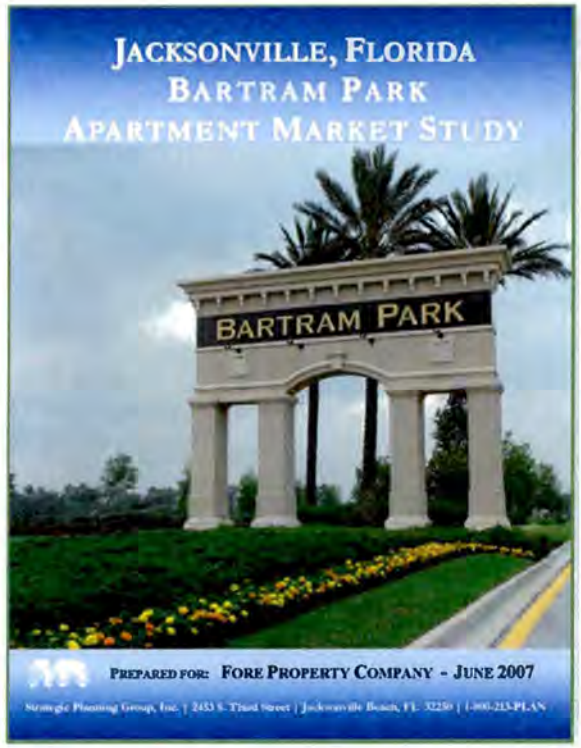


Elderly and Special Needs Housing Study, St. Johns County, Florida SPG prepared an Elderly and Special needs study for St. Johns County to determine effective programs to address the County's growth in these two demographic groupings. SPG's study was implemented by the County Commission and included strategies to improve the production of elder -friendly buildings and retrofit existing housing to allow elderly and special-need residents to remain in their own homes rather than having to move to nursing homes.



The Bartram Park Apartment Market Feasibility study has been prepared by Strategic Planning Group, Inc. (SPG) for the Fore Property Company to **evaluate and establish the market feasibility of developing 750 Class A rental apartment units in two distinct apartment complexes.** The project is planned for a 52.23 acre tract situated within the Bartram Park mixed- use Development of Regional Impact area (DRI) located in Jacksonville, Florida.

The subject property consists of 52.23 total acres on the west side of Bartram Park Boulevard and is in the Bartram Park DRI project. The property is designated Multi-Use (MU) and zoned Planned Unit Development (PUD). It is located in Flood Zone category X-5 which is outside of the 100 year flood plain and is not considered to be part of a Special Flood Hazard Area. It is also within the Bartram Park Community Development District (CDD).



Housing Strategy, City of Ormond Beach, Florida - SPG was retained to prepare the City's Housing Plan focusing on workforce affordable housing. SPG worked closely with City Staff, non-profits and local developers to implement a new housing strategy for the City, including market grade, affordable housing. The study covered a 20-year planning horizon with detailed data provided in 5-year increments. Recommendations included **inclusionary housing regulations and provided financial and regulatory incentives for both private and non-profit development corporations.**

Pinellas County (and Municipalities) Housing Market Assessment

Pinellas County
Housing Market Study

Prepared for:
Housing Finance Authority of Pinellas County

September, 2012

Pinellas County is Florida's most densely populated County. SPG prepared a comprehensive market grade and affordable/ workforce housing assessment of the County and its 24 municipalities..

The study was organized into ten sections:

- Executive Summary
- Regional (MSA) Overview
- Pinellas County Municipal Housing Market Overview
- Pinellas County Residential Ownership Housing Supply/ Demand
- Pinellas County Residential Rental Supply and Demand
- Pinellas County Market Conditions
- Pinellas County Needs Assessment
- Sustainability Factors
- Best Practices

Recommendations

SPG recommends that the Housing Finance Authority focuses its existing resources in saving and renovating existing rental housing, especially existing affordable multifamily rentals. Given the current depressed housing market, the Authority may wish to consider land banking existing affordable units, either for inventory, or to aggregate land for the purpose of development of affordable/workforce multifamily housing.

SPG recommends that the Authority take a major role and voice in working with other agencies to develop a holistic housing strategy to increase the overall density of housing, thereby, increasing the County's housing inventory, especially for affordable/workforce households. loss and a declining economy.

While the County has a large percentage of older housing, SPG recommends that programs involving rehabilitation and modernization be required to have a return on investment analysis to determine if the rehabilitation/ modernization makes economic sense. Lastly, investments for modernization and/or new construction should focus on multifamily units, particularly in the 2-8 unit range, which will also assist in increasing overall density and inventory within the County.

New Norm

- No Residential Growth, loss of jobs and revenue **Not acceptable**
- Changing Ethnicity = **changing demand**
  - Hispanic/Asian larger families more rentals
- Changing Demographics = **changing demand**
  - Gen X, impacted by Recession
  - Gen Y, impacted by Recession, staying home
- **Rental and Multi-family Paradigm**

Because of stricter mortgage credit criteria, SPG recommends that the Authority continue its programs to educate perspective buyers as to how to build and maintain credit, but should limit providing direct financial assistance, as limited resources are better utilized on affordable/ workforce rental housing. Given the age of County residents, age assistant housing (rental) should continue to be a major focus of Authority resources along with programs aimed at persons with special needs for which demand exceeds the capacity of the private sector market in meeting the housing needs of this population group.

AFFORDABLE HOUSING STUDIES AND PROGRAMS

SPG personnel have extensive experience in providing comprehensive real estate consulting services including, market analyses, concept planning and programming, financial feasibility studies, development marketing strategies, pro forma financial statements, site selection, evaluation and design, economic/fiscal impact analyses, and development impact assessments. Our staff has completed feasibility studies for over 500,000 residential units and over 345,000 affordable/workforce housing units.

Representative examples of our experience in this area include:

- **City of St. Petersburg, FL**—SPG has just started the preparation of the City's **Workforce Housing Linkage Program** for both residential and non-residential developments.
- **City of Dania Beach Affordable Housing Nexus and Linkage Program** - SPG recently prepared the City of Dania Beach's Affordable/Workforce Housing Nexus Study and Linkage Fee Program.
- **Coral Gables Workforce Housing Linkage Study** - SPG was retained in 2017 to prepare the City's Workforce Housing Linkage program aimed at both residential and non residential developments proposed within the City. The study was done in large part by the Miami Dade County governments attempt to legislate workforce housing programs for its municipalities.
- **Pinellas County (and its individual Cities)** - SPG was retained by the Pinellas County Housing Finance Agency and the City's Community Development Department to prepare a detailed Housing Market Analysis of the County and its 43 municipalities.
- **Coconut Creek, FL Workforce Housing Linkage Program** - SPG was retained to develop Florida's first Workforce Linkage Program. SPG analyzed the employment generation characteristics of the City's approved land uses and linked the employment/salaried characteristics of the land uses to current and projected housing costs/rents to establish the workforce housing GAP. This GAP Analysis was codified and is now part of the City's permitting process.
- **Sunrise Affordable Housing Inclusionary Linkage Fee study** - SPG analyzed the employment generation characteristics of the City's approved land uses and linked the employment/salaried characteristics of the land uses to current and projected housing costs/rents to establish the workforce housing GAP. This GAP Analysis was codified and is now part of the City's permitting process.
- **Hall County, GA, Affordable/Workforce Housing Study** –SPG was retained by the County to develop the County's first Workforce Housing Program. SPG documented the overall housing needs of the County and specifically defined the needs of Workforce Households as defined as households earning 81-120% average median income. This study also defined a host of policies and tools that the County could employ to reduce the GAP between income (demand) and price/rent of housing (supply).
- **Titusville Affordable/Workforce Housing Program** –SPG was retained by the City to develop the City's first Workforce Housing Program. SPG documented the overall housing needs of the City and specifically defined the needs of Workforce Households as defined as households earning 81-120% average median income. This study also defined a host of policies and tools that the City could employ to reduce the GAP between income (demand) and price/rent of housing (supply).
- **Washington County (St. George) Utah** - SPG was retained by Washington County, Utah and DAWHAC to develop a Housing Needs study for the County as well as developing an Affordable/Workforce Housing Program for the St. George MSA, the fourth fasting growing metropolitan MSA in the country. This study effort was part of Envision, Utah's Visionary Program for Washington County entitled Vision Washington. The SGA report documented current housing needs established and quantified the affordability GAP between household income and for sale/rental units. The report defined a series of policies and programs to be considered in an effort to reverse the affordability GAP through 2035.
- **Palm Beach County Workforce Housing Program** - SPG was retained by the County upon completion of its Affordable Housing Study to expand its scope to include Workforce Housing which was defined as households earning between 60-150% average median income. SPG developed a series of models that staff can use to continually update the needs/GAP analysis. This study was unanimously adopted by the Board of

County Commissioners.

- **Palm Beach County Affordable Housing Program** - SPG was retained by the Palm Beach County Community and Housing Department to update its 2000 Affordable Housing Study. SPG defined the overall needs of the County by geographic area (18 housing sectors). The Study was unanimously adopted by the Board of County Commissioners.
- **Ft. Lauderdale Workforce Housing Program** - SPG was retained by the City to develop the City's first Workforce Housing Program. SPG documented the overall housing needs of the City and specifically defined the needs of Workforce Households as defined as households earning 81-120% average median income. This study also defined a host of policies and tools that the City could employ to reduce the GAP between income (demand) and price/rent of housing (supply).
- **Sunrise, FL Affordable/Workforce Housing Study-** SPG was retained to determine the City's current and projected affordable/workforce housing needs.
- **US Virgin Islands Housing Element** –SPG prepared the Housing Elements for each the Virgin Islands three (3) islands: St. Thomas, St. Croix and St. John. SPG also prepared a Comprehensive Plan for each island as well as the Territory's Economic Development Plan.
- **US Territory of Guam, Housing Element** –SPG prepared the Housing Element for the US Territory of Guam as part of the Territory's Comprehensive Growth Management Plan.
- **Gainesville Florida Housing Program** - SPG staff prepared the Housing Program for home of the University of Florida. The analysis included needs assessment, and policy development to promote affordable housing throughout the community.
- **Neighborhood Target Area Studies, Seminole County, Florida** - SPG prepared redevelopment strategies for nine low and moderate income neighborhoods in Seminole County. After conducting an inventory and analysis of target areas, a determination was made as to the infrastructure improvements necessary to bring them up to an acceptable level of community standard. Cost estimates were developed for these improvements, as well as a cost benefit analysis, in order to rationally prioritize the funding of these projects through the County's CDBG Program. A six-year infrastructure improvement program has been prepared, incorporating all of the projects for the target areas, and earmarking the expenditure of anticipated CDBG funds. Additional support activities have also been proposed, including recommended zoning changes, housing rehabilitation or demolition and code enforcement activities.
- **Pasco County Housing/Affordable Housing Element** - SPG was retained in 2000 by the Pasco County to update its Housing Element which was found non-compliant by the State of Florida. SPG worked closely with the County, Shimberg Institute and the FDCA to update its housing element according to 9J-5. SPG coordinated the findings with the County's Consolidated Plan and worked closely with staff to develop an ongoing housing data base and needs assessment.
- **Housing and Mortgage Market Analysis, Duval County, Florida** - SPG was retained by the Duval County Housing Finance Authority to perform a housing and mortgage market analysis of Duval County for a proposed tax exempt bond issue. Bond proceeds were used to finance below-market interest rate mortgages in the County, predominantly for first-time home buyers. The study projects the likely market demand for such mortgages with the Country, given the requirements of the bond program. This job was a continuation of SPG's 1988 study for two similar bond issues totaling $95 million.
- **Multifamily Rental Housing Study, Bradford County, Florida** - SPG was retained by the Florida Housing Finance Agency to perform a retail market research study of Bradford County. A detailed break-out of the County's sub-market areas was accomplished and current and projected absorption rates for multifamily units were estimated. An extensive inventory of the existing private/public unit rental supply was conducted utilizing extensive field research.
- **Multifamily Rental Housing Study, Alachua County, Florida** - SPG was retained by the Florida Housing Finance Agency to perform a retail market research study of Alachua County. A detailed break-out of the County's sub-market areas was accomplished, and current and projected absorption rates for multifamily units were estimated. An extensive inventory of the existing private/public unit rental supply was conducted utilizing extensive field research.

- **Multifamily Rental Housing Study, Marion County, Florida** - SPG was retained by the Florida Housing Finance Agency to perform a retail market research study of Marion County. A detailed break-out of the County's sub-market areas was accomplished, and current and projected absorption rates for multifamily units were estimated. An extensive inventory of the existing private/public unit rental supply was conducted utilizing extensive filed research.
- **Multifamily Rental Housing Study for Collier County, Florida** - SPG was retained by the Florida Housing Finance Agency to perform a rental market research study of Collier County. A detailed breakdown of the County's sub-market areas was accomplished, and current and projected absorption rates were estimated. Finally, a determination of existing private and public rental unit supply based on the most current information available and an analysis of the condominium market as it affects the rental apartment supply was conducted.
- **Multifamily Rental Housing Study for Lee County, Florida** - SPG was retained by the Florida Housing Finance Agency to perform a rental market research study of Lee County. A detailed breakdown of the County's sub-market areas was accomplished, and current and projected absorption rates were estimated. Finally, a determination of existing private and public rental unit supply based on the most current information available and an analysis of the condominium market as it affects the rental apartment supply was conducted.
- **Comprehensive Housing Market Analysis - City of Indianapolis/Marion County** - SPG staff prepared a detailed analysis of demographic and socioeconomic characteristics, housing market conditions, trends in housing affordability for the City of Indianapolis. The study, which included an evaluation of the housing delivery system and financial resources available to implement the studies recommendations, was used to formulate housing policies during the 1990's. The study also included the development of a housing allocation model, which evaluated numerous factors to identify where low-income and elderly housing should be located geographically.
- **Housing Plan - St. John, United States Virgin Islands** - SPG was selected after international competition to prepare a Comprehensive Development Program for the Island of St. John, USVI. An important part this effort was to produce an affordable housing program for the Island.
- **Housing Planning - City of Edgewater, Florida** - SPG prepared the Housing Element of the Edgewater's Comprehensive Plan. The Element was written to comply with the 1985 Florida Growth Management Act and its implementing regulations. SPG also developed a housing demand model that can be updated on an on-going basis, which gave the City a working tool to better assess current and projected impacts of housing.
- **Housing Planning - City of Temple Terrace, Florida** - SPG was retained by the City to prepare a housing element to meet the new State of Florida's Growth Management Law; to prepare an effective, easy to administer minimum housing code; and a set of minimum neighborhood maintenance standards for inclusion in the City's Development Control Ordinances.
- **Housing Planning - City of Plant City, Florida** - SPG was retained by the City to prepare a housing element to meet the new State of Florida Growth Management Law; to prepare an effective, easy-to-administer minimum housing code; a set of minimum neighborhood maintenance standards for inclusion into the City's Development Control Ordinances.
- **Housing Planning - City of Daytona Beach Shores, Florida** - SPG prepared the Housing Element of the City's Comprehensive Plan. The Element was written to comply with the recent Florida Growth Management Act and its implementing regulations. SPG also developed a housing demand model that can be updated on an on-going basis, which gave the City a working tool to better assess current and projected impacts of housing.
- **Housing Planning - City of Delray Beach, Florida** - SPG prepared the Housing Element of the City's Comprehensive Plan. The Element was written to comply with Florida's Growth Management Act and its implementing regulations. SPG also developed a housing demand model that can be updated on an on-going basis, which gave the City a working tool to better assess current and projected impacts of housing.
- **Housing Planning - Pensacola Beach, Florida** - SPG prepared the Housing Element of the area's Comprehensive Plan. The Element was written to comply with Florida's Growth Management Act and its imple-

menting regulations. SPG also developed a housing demand model that can be updated on an on-going basis, which gave the City a working tool to better assess current and projected impacts of housing.

- **Housing Planning - Clay County, Florida** - SPG prepared the Housing Element of the County's Comprehensive Plan. The Element was written to comply with Florida's Growth Management Act and its implementing regulations. SPG also developed a housing demand model that can be updated on an on-going basis, which gave the County a working tool to better assess current and projected impacts of housing.
- **Single-Family Market Feasibility, Jacksonville, Florida** - SPG prepared a market feasibility analysis for a 33-acre, 115 single-family lot subdivision. SPG staff performed a competitive analysis of other similar products in the marketplace and estimated the most likely absorption rate for the single-family lots and their price range.

Housing Model

SPG

COMPREHENSIVE PLANNING EXPERIENCE

Strategic Planning Group, Inc. is a leader in assisting local and county governments prepared comprehensive growth management plans as shown below. Our Clay County Comprehensive Plan was named one of the top two plans in the State by 1000 Friends of Florida. We are also leaders in assisting local governments develop Land Development Regulations.

FLORIDA COMPREHENSIVE / LAND USE PLANNING	
Altamonte Springs	*Lake County*
Apopka	*Maitland*
Bay County	*Nassau County*
Casselberry	*Navarre Beach*
Clay County	*North Miami*
Daytona Beach Shores	*Oldsmar*
Delray Beach	*Pasco County*
Edgewater	*Pensacola Beach*
Escambia County	*Plant City*
Hollywood	*Polk County*
Jackson County	*Seminole County*
Jacksonville	*Tarpon Springs*
Jacksonville Beach	*Temple Terrace*
Kissimmee	*Winter Haven*

KEY PERSONNEL SUMMARY

The following is a brief overview of the experience of the key personnel that will be working on the Palm Beach Gardens Workforce Housing Nexus Program

Mr. Robert J. Gray, AICP—President

Robert Gray has over 30 years of international consulting experience in: Affordable/Workforce Housing, and Comprehensive Planning. He has completed a Commercial Linkage Fee for the City of Coconut Creek, Florida (unanimously approved 2006) as well as the City of Coral Gables. He has just completed the Workforce Housing Program for Dania Beach and just started the Workforce Housing Program for St. Petersburgh. Other experience includes the Workforce Housing In Lieu of Fee study for the City of Ft. Lauderdale, as well as preparing the Palm Beach County Affordable Housing Plan and Palm Beach's Workforce Housing Study. Similar studies also include the Military Workforce Off-base Housing Needs Assessment Study for Florida Housing Finance Corporation, the City of Ormond Beach Affordable Housing program, the City of Titusville and the St. Johns County Affordable Housing Programs; all of which were unanimously approved.

Mr. Gray's experience includes 19 Affordable Housing Studies for various Housing Finance, City and Community Agencies. He has also been instrumental in developing over 19 Housing Elements under Florida's Growth Management Legislation. In addition to our extensive experience in assisting local governments and the FHFC, Mr. Gray has completed over 200 residential, commercial and industrial market research and financial feasibility studies for private developers.

He has also prepared over 15 Florida Comprehensive Growth Management Plans for both cities and counties.

Mr. Michael K. Plummer, Senior Housing Consultant

Mr. Plummer has experience in the areas of real estate, strategic development planning, project finance, and contract negotiations. His professional experience encompasses positions in corporate real estate, and a senior real estate consulting management in a Big Four Accounting firm. He has extensive affordable housing experience including the Coconut Creek Commercial Linkage Fee/Ordinance, Ft. Lauderdale Affordable Housing Program and Workforce Housing In Lieu of program, the Palm Beach County Affordable Housing Program. His experience includes large-scale community development, community redevelopment, hotels and resorts, and aviation-related projects. Mr. Plummer has conducted numerous real estate and hotel studies throughout Florida, the Caribbean region, and has prepared numerous studies facilitating housing finance.

Mr. Plummer will serve as Senior Real Estate Consultant

Mr. Brian Wheeler RLA, Senior Associate

Mr. Wheeler has extensive experience in working with both public and private clients on the development of Workforce Affordable Housing. He is co author the Florida Realtor Association report on Workforce/ Affordable Housing. He has prepared numerous feasibility and planning studies throughout Florida that include the planning and development of workforce housing including financing programs.

Mr. Wheeler will serve as Senior Planning/Development Associate

Robert John Gray, AICP
Project Manager

Mr. Robert Gray has over 30 years of international consulting experience in: Affordable Housing, Economic Development/Site Location, Growth Management/ Comprehensive Land Use Planning, and Strategic Planning. His broad range of experience ensures SPG clients of detailed accuracy, proven programs, and consistent professionalism.

Mr. Gray is currently assisting the City of St. Petersburg develop its Workforce Housing Program and recently assisted the Cities of Dania Beach (2019) and Coral Gables prepare its Workforce Housing Linkage Program (2017).

He also authored:

- City of Coconut Creeks' Workforce Housing Linkage Fee Program and Ordinance.
- City of Cape Coral Affordable/Workforce Housing Program
- Pinellas County's Comprehensive Housing Analysis (an its 24 municipalities),
- Ft. Lauderdale Workforce Housing Linkage (in lieu of) Program
- Palm Beach County's Affordable Housing Study
- Palm Beach County's Workforce Housing Study.
- City of Ormond Beach Affordable Housing Study
- City of Titusville Affordable/Workforce Housing Study.
- St. Johns County Housing Element
- St. Johns County Special Needs and Elderly Housing Programs.
- Pasco County Affordable Housing Study, when the County's Housing Element was found non-compliant by the FDEO.

Specific Experience

Workforce Affordable Housing Programs

- Prepared over 40 Affordable/Workforce Housing Studies including Linkage Fee for Local Government throughout Florida and parts of the United States, including Linkage Fee Programs.

Comprehensive Planning

Mr. Gray has prepared over 20 Florida Comprehensive Plans including: Jackson County, FL Santa Rosa Island's Growth Management Program, Clay County's 2010 Growth Management Plan. City of St. Cloud Comprehensive Plan Update. Pasco County's 2010 Growth Management Plan, City of Jacksonville, FL's 2001 comprehensive master plan, and the City of Jacksonville Beach, FL's Growth Management Plan. Maitland, Casselberry, North Miami, Winter Haven.

Education:

Doctoral Courses, University of Florida
M.A., University of Florida, 1972
B.A., University of Florida, 1970
Corporate Management Courses,
Harvard University

Michael S. Plummer

Senior Housing Consultant

SPECIFIC EXPERIENCE

Professional Experience

Michael Plummer has a number of years experience in the areas of real estate strategic development planning, project finance, and contract negotiations. His professional experience encompasses positions in corporate real estate, senior real estate consulting management in a Big Four firm and senior financial/investment responsibilities for a national aviation facility development company. His experience includes large scale community development, and redevelopment.

Summary of Experience Includes:

Affordable/Workforce Housing

- Authored Coconut Creek Workforce Housing "In Lieu of" Linkage Fees Study
- Authored Palm Beach County Affordable Housing Study 2005
- Authored Palm Beach County Workforce Housing Study
- Sunrise Affordable/Workforce Housing Linkage Program
- Titusville Affordable/Workforce Housing Study
- Sunrise Affordable/Workforce Housing Needs Assessment

Prior Experience Includes:

KPMG Peat Marwick Real Estate Consulting Practice

Prior to founding IRE Advisors, Mr. Plummer served as the Southeast Regional Director of Real Estate and Hospitality Consulting in Atlanta for KPMG Peat Marwick. He served on the firm's Real Estate Steering Committee and was often asked to participate as an instructor in KPMG's training programs. At KPMG, his practice included serving public and private sector clients in the areas of real estate planning and community development and redevelopment projects. .

His public sector clients included the Georgia World Congress Center, Escambia County Commissioners, Panama City Redevelopment Authority, Tallahassee Downtown Redevelopment Authority, City of Key West, City of Charleston, and the Birmingham-Jefferson Convention Center Authority.

During his career at KPMG, Mr. Plummer served as National Director of its Corporate Real Estate Consulting Practice, where he developed corporate real estate/facility strategies for major developers.

Mr. Plummer was also a member of the firm's Mergers and Acquisitions Practice as a real estate finance specialist. In this role, he served as a senior consulting manager on several major real estate transactions including the acquisitions of Cadillac Fairview and the bankruptcies of US Homes and LJ Hooker.

RS&H/Plantec

Mr. Plummer was a member of the firm's real estate and housing practice, where he prepared numerous studies facilitating housing finance.

Barnett Banks of Florida, Inc.

Mr. Plummer served as an economic analysts focusing on the creation of an economic and real estate data base utilized in planning the branch banking system.

EDUCATION

Bachelor of Business Administration (Economics), University of North Florida

Master of Science (Real Estate), Georgia State University

Other Professional/Community Activities:

Florida Governor's Task Force on Housing

Florida Governor Bob Graham's Council of Economic Advisors

G. Wheeler, RLA

Senior Associate—Planning/Housing

Mr. Wheeler has over thirty-two (32) years of experience in strategic planning and land planning for real estate based assets, community and urban master planning as well as detailed design/implementation for planned unit developments, office parks and downtown redevelopment. Mr. Wheeler founded the Genesis Group in 1987 and saw the firm grow into a 155-person multi-discipline firm providing community planning, urban design, landscape. **He retired from the firm in 2016 where he joined Strategic Planning Group, Inc.**

Experience:

Workforce/Affordable Housing

Mr. Wheeler has over 20 years of direct experience in affordable and workforce housing. He is co author of the ***Affordable Housing Report (2006)*** issued by the Association of Florida Community Developers. He also has been active with Habitat of Humanity programs for over 15 years.

Jacksonville, FL
University/Arlington/Merrill Rd CRA; which included Workforce and Affordable Housing.

Clay County, FL
Branan Field Road Sector Plan which included workforce and affordable housing

Hillsborough County, FL
Northwest Hillsborough County Master Development Plan; included workforce and affordable housing
Citrus Park Community Plan which included workforce and affordable housing
Town & Country Community Plan which addressed workforce and affordable housing

Lake County, FL
Montverde Small Area Plan which included affordable housing

Orlando, FL
Orlando Naval Training Center Redevelopment Plan which included workforce and affordable housing

Baldwin County, AL
Comprehensive Plan Creation which included workforce and affordable housing

City of Tifton, GA
Downtown Master Plan which included housing

Altamonte Springs, FL
Central Business District & West Town Center plan which included housing

Benton Harbor, MI
Benton Harbor Redevelopment Plan which included housing

Fort Walton Beach, FL
Downtown Fort Walton Beach which included workforce and affordable housing

New Orleans, LA
New Orleans East Redevelopment Plan

Newton, MA
Needham Street Corridor Redevelopment Plan

Tallahassee, FL
Gaines Street Corridor Redevelopment Plan which included housing and mixed use developments

Education

B.A. – Landscape Architecture Louisiana State University, 1980

Registrations

Landscape Architect:

AL 632; FL LA0000804 ;GA 000945;

NC 949;SC 633

Professional Associations

Urban Land Institute Congress for New Urbanism
American Planning Association American Society of Landscape Architects
Florida Planning & Zoning Association
Florida Bar – Land Use Law
Florida Redevelopment Association

Association of Eminent Domain Professionals

Jack Shad

Planning and Real Estate

Mr. Shad has over 15 years experience in urban and redevelopment planning. Complementing his redevelopment plan, he is a real estate broker with significant experience in historic preservation.

Experience:

Project Manager for the *Southwest Jacksonville Vision and Master Plan which included workforce and affordable housing.*

Project Manager for the *Northwest Jacksonville Vision and Master Plan.*

Authored the historic preservation and neighborhood plan development and implementation, Jacksonville; which included housing financing programs.

Developed *Downtown Jacksonville Parklet Program.*

Co-founded *The Court Urban Food Park*, Jacksonville.

Managed the Office of Parking, Jacksonville.

Project Manager for the redevelopment of the 5 Points Theatre Building; including obtaining financing and grants

Prepared the Long Range Planning and Community Development sections of the Jacksonville Comprehensive Plan.

Secured $750,000 in historic tax credits and $400,000 in property abatement for historic preservation.

Education

B.A. with honors, History and English, University of Florida, 1997

MA in Urban and Regional Planning, University of Florida, 2015

Registrations

Licensed Florida Broker #BK3133431

Community Involvement

Board & Committee Member, *Riverside Avondale Preservation*, Jacksonville.

Founding Board Member, *Save Fenway Park*, Boston Massachusetts

Cantrece Jones

Public Involvement

Ms. Jones's experience with project management, public involvement, urban planning, database creation, organizational design and effectiveness, and technology was developed throughout her more than 17 years in the professional services industry. Ms. Jones's has worked on a variety of high-profile transportation, urban planning and environmental planning projects. Cantrece has gained extensive experience working on both public and private urban planning projects, including downtown, citywide and corridor master plans. Cantrece has also performed Public Relations, Managed Site Work and Community Outreach planning for City of Jacksonville (COJ) projects. She has preformed planning services for municipalities such as the Jacksonville Transportation Authority (JTA), the Jacksonville Electric Authority (JEA), the Florida Department of Transportation (FDOT) and the Atlanta Regional Commission. Her skills include: Project Management, Public Outreach Campaign Design & Implementation, Conflict Assessment and Resolution, Government Relations, Community Planning and Facilitation Services, Educational Outreach in Local School Districts, Multi-Media Public Information Campaigns, Media Relations, Organizational Management, Speeches and Presentations, Office Management and Team Building / Development.

Experience:

Lincolnville CRA Update, 2017 (St. Augustine)
Public hearings
Responsible for Public/Stakeholder Involvement
Coordinate with the City on all Public Workshop's/ Hearings
Meeting coordination with organizations

Jacksonville International Airport CRA Update
Public hearings
Responsible for Public/Stakeholder Involvement
Coordinate with the City on all Public Workshop's/ Hearings
Meeting coordination with organizations
Targeted outreach by partnering with existing scheduled community events (City of Jacksonville, DCPS, churches and nonprofit organizations)
Final Report Preparation

Renew Arlington CRA Findings & Master Plan (Jacksonville).
Public hearings
Responsible for Public/Stakeholder Involvement
Coordinate with the City on all Public Workshop's/Hearings
Meeting coordination with organizations
Targeted outreach by partnering with existing scheduled community events (City of Jacksonville, DCPS, churches and nonprofit organizations)
Collateral Design
Branding/ Final Report Preparation

Ormond Beach Downtown CRA
Responsible for Public/Stakeholder Involvement
Meeting coordination with organizations
Collateral Design
Branding

Education:

B.A. Communications, University of North Florida

Professional Affiliations:

Society of Marketing Professionals Services (SMPS); Past President

Women in Defense (WID) - Member

American Planning Association (APA); Jacksonville & Atlanta Chapter

IBI GROUP INC. RESUME

Christopher Pence
Senior GIS/CAD Technician

Mr. Pence is a Senior GIS/CAD Technician whose duties include research, analysis and input of data for engineering plans. He is skilled in the use of software programs for the creation of graphics and maps for production of quality maps and exhibits suitable for Public Hearings, Due Diligence Reports and governmental agency submittals for project permitting.

Currently, he is providing GIS oversight and support while also providing CAD plan production for engineers and planners. He also maintains a database that houses GIS data for much of Florida and has produced a large number of exhibits that pertain to site analysis. In addition to thorough knowledge about GIS in Florida, Mr. Pence has also performed similar tasks for projects and/or potential work in Illinois, North Carolina, New York, Georgia, Alabama, Dubai and Tunisia, as well as throughout the Caribbean region.

Mr. Pence is fluent in the use of state of the art GIS, engineering and graphics software including: AutoCAD Civil 3D, ARC/GIS, Adobe CS, and Microsoft Office.

Representative Experience

Ranger Drainage District – Orange County, FL – Prepared all analytical mapping tools required to support drainage modeling and implementation of water control plans for engineering. Created numerous maps for District and Orange County use; i.e. an overall map of the District incorporating canals, lots, roads, conservation areas and wetlands, utilizing GIS data and created maps for the Ranger Drainage District/Orange County Culvert Replacement Program, Phases IV and V. Additional responsibilities include the training of District staff for GIS data base maintenance ensuring data accuracy for multi-million dollar culvert replacement drainage improvement programs.

North Miami Detailed Train Station and Major Corridor Master Plan – North Miami, FL – Scope: Urban Planning for a Transit Oriented Development (TOD). Team responsibilities included utilizing GIS data to create maps in GIS format and exhibits for public outreach and community workshops.

Sunshine Water Control District – Coral Springs, FL – Developed and maintained a GIS database for the drainage district. Prepared all analytical mapping tools required to support drainage modeling and implementation of water control plans for engineering. Created a GIS database by incorporating data from multiple agencies and resources. Consulted district personnel regarding the purchase and implementation of GIS hardware and software. In addition to GIS tasks, Mr. Pence was responsible for producing CAD drawings for multiple projects within the district.

Pompano Beach Wayfinding Study – Pompano Beach, FL – Member of IBI team that designed a conceptual wayfinding system that would preserve and enhance the Historic Downtown Pompano Beach Area. Through the development of the wayfinding system, it became necessary to electronically identify through GIS software the interconnectedness and interrelationship with various municipal and county landmarks; i.e. Green Market, Florida East Coast Railroad Corridor, Pompano Beach Replacement Library and Municipal

Education

ESRI User Conference - Seminars: Cartography/Creating Better Maps + Map Design for GIS + Developing Address Management Systems: The Fundamentals, July 2005

ESRI Certification Course, West Palm Beach, FL, 2004

AutoCAD Certificate, Wake Technical College, Raleigh, NC, 1999

Experience

2004–Present
IBI Group Inc., Pompano Beach, FL, Senior GIS/CAD Technician

2003–2004
CCL Consultants, Inc., Pompano Beach, FL, GIS/CAD Technician

2000–2002
Post, Buckley, Schuh & Jernican, West Palm Beach, FL, CAD Technician

2000
Tower Engineering, Raleigh, NC, CAD Technician

ibigroup.com

DANIA BEACH
COMMUNITY REDEVELOPMENT AGENCY

100 W. Dania Beach Blvd.
Dania Beach, Florida 33004

(954) 924-6801
(954) 921-2604
www.DaniaBeachCRA.org

March 12, 2019

City of Palm Beach Gardens
10500 North Military Trail
Palm Beach Gardens, FL 33410

Re: Workforce Housing Program Request for Proposals (RFP2019-054PZ)

Dear Review Committee:

On behalf of the City of Dania Beach Community Redevelopment Agency (CRA), our team is in full support of Strategic Planning Group Inc.'s efforts to serve as a consultant for the City of Palm Beach Gardens to perform the planning services described in the Workforce Housing Program Request for Proposal (RFP2019-054PZ). On October 3, 2018, the Dania Beach CRA engaged Strategic Planning Group, Inc. to identify whether or not there exists a direct nexus between new construction in the City of Dania Beach, generation of new employment, and increased demand for housing affordable to low to moderate income households. This study is nationally known as an Affordable Housing Nexus Study.

Strategic Planning Group, Inc. prepared the City of Dania Beach Affordable/Workforce Housing Linkage Study based on the following guidelines:

1. provide data and analysis on the most recently available population and socio-economic demographics for the City;
2. provide data and analysis on the most recently available employment data for the City;
3. provide data and analysis on the most recently available housing data for the City;
4. provide data and analysis on the most recently available income data for the City;
5. identify the number of households that meet the low to moderate income criteria as defined by the US Department of Housing and Urban Development;
6. provide an affordable housing gap analysis; and
7. provide recommendations for implementing an estimated maximum justifiable affordable housing nexus linkage fee for residential, non-residential, and mixed-use developments in the City.

It is important to note that Strategic Planning Group, Inc. and their dedicated team delivered exceptional professionalism and proficient customer service during all stages of their contract with the Dania Beach CRA. As such, without any reservations, the Dania Beach CRA would highly recommend Strategic Planning Group, Inc. to the City of Palm Beach Gardens as a consultant to provide planning services to your community.

DANIA BEACH
COMMUNITY REDEVELOPMENT AGENCY

100 W. Dania Beach Blvd.
Dania Beach, Florida 33004

tel (954) 924-6801
fax (954) 921-2604
www.DaniaBeachCRA.org

For more detailed information regarding Strategic Planning Group Inc.'s performance or quality of work or should your team have any additional questions feel free to contact me at 954-925-6801 ext. 3732 or by email at rwilliams@daniabeachfl.gov.

Best regards,

Rickelle Williams

Rickelle Williams
CRA Executive Director

March 13, 2019

RE: Reference for Strategic Planning Group, Inc.

Dear Sir or Madam:

I am writing this letter of recommendation for Strategic Planning Group, Inc. (SPG), who prepared a Workforce Housing Program/Report for the City of Coral Gables.

SPG has demonstrated deep knowledge and keen insight on the topic in the preparation of the City's Report. He listened to the stakeholders and provided detailed data and analysis that informed the results of the study. I have enjoyed working with SPG and would hire them again given the opportunity. Their performance and professionalism are outstanding.

Please do not hesitate to contact me if you have any questions or require further information.

Sincerely,

Charles K. Wu, AICP CUD, CNU-A, LEED AP ® BD+C ND, CLSSGB
Asst. Dev. Services Director for Administration & Quality Assurance
Concurrency Administrator
City Of Coral Gables
427 Biltmore Way, 2nd Floor
PH: 305-460-5236
E-Mail Add.: CWu@coralgables.com

OFFICE OF ECONOMIC DEVELOPMENT
CITY OF JACKSONVILLE, FL

To Whom It May Concern:

Strategic Planning Group, Inc. has been assisting the Office of Economic Development on its redevelopment plans for two of our Community Redevelopment Areas (CRA) located in the City of Jacksonville. SPG prepared the Findings of Necessity Report and Redevelopment Master Plan for the City's new Renew Arlington CRA initiative. The Arlington Findings/CRA was under significant time constraints and the SPG team went above and beyond to meet the necessary requirements and deadlines. Additionally, they are currently working on the update to the Jacksonville International Airport CRA Redevelopment Plan, which is extremely articulate and comprehensive.

Their efficiency, expertise and professionalism have been exemplary; their results have been extremely successful and were highly praised by the Jacksonville City Council. These efforts are considered to be the benchmark for future redevelopment plans.

I have enjoyed working with SPG immensely and would hire them again given the opportunity. I whole heartedly recommend Strategic Planning Group, Inc. to you and would encourage you to hire them as their performance and professionalism is outstanding.

Please do not hesitate to contact me if you have any questions 904-630-2272.

Sincerely,

Karen V. Nasrallah
Redevelopment Manager, OED

117 West Duval St., Ste. 275 • Jacksonville, FL 32202 • (904) 630-1858 • www.jaxdevelopment.org

CITY OF ORMOND BEACH

Economic Development 22 S. Beach St. Ormond Beach, FL 32174 (386) 676-3266 Fax: (386) 676-3384

To Who it May Concern:

I am writing this letter of recommendation for Strategic Planning Group, Inc. (SPG) who has assisted the City of Ormond Beach with several planning and economic development initiatives and plans over the past ten years. In particular, SPG prepared the Findings and Community Redevelopment Area Master Plan and Fiscal Impact Study for a 3,000 acre planned development project referred to as Ormond Crossings.

In additional, SPG worked closely with the City's Department of Economic Development in 2006 to prepare the City's first Strategic Economic Development Plan and revisions of the plan in 2012 and 2016.

SPG conducted their work in a professional manner and their plans were well received by the City's residents and elected officials.

Regards,

Joe Mannarino

Director of Economic Development

This letter will serve as my recommendation of Strategic Planning Group, Inc. (SPG). Strategic Planning Group has provided services for redevelopment master planning and economic repositioning within the City of Sarasota within the past two years. Specifically, SPG participated in the creation of a Master Plan for the Commercial Tourist District on St. Armands Key and also authored a Retail Market Analysis for the Marion Anderson Place Site in our Newtown community. City of Sarasota staff is very pleased with the performance and services provided by SPG.

I will be happy to be considered a reference for the above referenced RFQ for Strategic Planning Group. My contact information is provided below.

Sincerely,

David L. Smith, AICP
General Manager/Integration
david.smith@sarasotagov.com
Phone: 941-954-5175

NEIGHBORHOOD AND DEVELOPMENT SERVICES DEPARTMENT
P.O. Box 1058
Sarasota, FL 34230-1058
Tel 941-954-4195 Fax 941-954-4179

Johns Creek
be the exception

Letter of Recommendation for Strategic Planning Group, Inc.

To Whom It May Concern:

In 2015, the City of Johns Creek, Georgia hired Strategic Planning Group, Inc. to develop the city's first Strategic Economic Development Plan (SEDP). Over the course of several months, Robert Gray and Mary Jane Stanley provided outstanding support and advice to the city's staff, created taskforce and ultimately to the City Council. The project was completed on-time with no change orders and included several valuable additional contributions from the team to further augment the plan.

We are currently finishing the initial year of plan implementation and the plan has proven to be a valuable guide towards our economic development efforts. I would not hesitate to recommend Robert has team for other services.

Sincerely,

Justin Kirouac
Assistant City Manager
City of Johns Creek

City Administration

12000 Findley Road | Suite 400 , Johns Creek, GA 30097 | JohnsCreekGA.gov | 678-512-3200 Fax: 678-512-3244

Pinellas County Community Development
Sheri Harris
Compliance Administrator
Pinellas County Housing Finance Authority
600 Cleveland Street, Ste 800
Clearwater, FL 33755
(727.474.1165
sharris@pinellashfa.org

Description of Services: Prepared a Housing Market Assessment/Plan for the County and each of its 24 municipalities.

Dates of Service: 2012

City of Coral Gable
Charles Wu
Assistant Development Director
405 Biltmore Way, 3rd Floor
Coral Gables, FL 33134
cwu@coralgables.com
(305) 460-5244

Description of Services: Prepared an affordable housing linkage nexus study for new residential and non residential developments

Dates of Service: 2017

City of Coconut Creek
Sheila Rose
Director of Sustainable Development
4800 West Copans Rd
Coconut Creek, FL 33063
srose@coconutcreek.net
(954) 973-6756

Description of Services: Prepared the City's Affordable Housing Nexus Study and Linkage Fee program, the only Citywide Affordable Linkage Fee Program in Florida.

Dates of Service: 2006

City of Jacksonville
Karen Nasrallah, Redevelopment Manager
Office of Economic Development
117 W. Duval Street, Ste 275
Jacksonville, FL 32202
(904) 630-2272
KarenN@coj.net

Description of Service: SPG and Genesis prepared the Findings of Necessity report and the CRA Redevelopment Plan for the Jacksonville Community of Arlington including workforce and affordable housing.

Dates of Service: 2015/16

Palm Beach County
Carlos R. Serrano, Director of Strategic Planning and Operations
Department of Housing and Economic Sustainability
100 Australian Avenue, Suite 500
West Palm Beach, FL 33406
Phone: (561) 233-3608
cserrano@co.palm-beach.fl.us

Description of Services: SPG prepared the County's Affordable Housing Study and later prepared the County's Workforce Housing Nexus Study to support the County's mandatory workforce housing inclusionary program.

City of Pembroke Pines
Michael D. Stamm, Jr.
Director, Planning and Economic Development Division
City of Pembroke Pines
10100 Pines Blvd
Pembroke Pines, FL 33026
954.435.6513 (Office)
954.435.6546 (Fax)
mstamm@ppines.com

Description of Services: Prepared the City's Strategic Economic Development Plan 2015-2020. The SEDP is used by the City in its comprehensive planning and CIP efforts to ensure that the City's planning efforts support economic development/redevelopment

Dates of Service: 2015

City of Ormond Beach, Florida
Housing/Economic Development
Work was done under the direction of Mr. Joe Mannarino/Economic Development Director who retired in September. His replacement is Brian Rademacher
E:Mail: brian.rademacher@ormondbeach.org
22 South Beach Street
Ormond Beach, FL 32175
(386)-676-3342

Mr. Mannarino can be reached at jsmannarino@att.net

Description of Services: SPG has prepared the City's Housing Element as well as numerous other planning efforts including creation of a CRA, Fiscal Impact studies; and the City's Strategic Economic Development Plans. SPG has been under contract for over 13 years.

Dates of Service: Ongoing since September 2005

City of Wilton Manors

Leigh Ann Henderson
City Manager
2020 Wilton Drive
Wilton Manors, Florida 33305
(954) 390-2120
lhenderson@willtonmanors.com

Description of Services: SPG prepared the City's first Strategic Economic Development Plan which was unanimously approved and has been implemented.

Dates of Service: 2016

City of Johns Creek

Justin Kirouac
(Mr. Kirouac was the Assistant City Manager of Johns Creek, a City in the Atlanta region, and oversaw the City's first Strategic Economic Development Plan. He is now County Manager of Oconee County, GA)
Oconee County Manager
23 N Main Street
Watkinsville, GA 30677
(706)769-5120
jkirouac@oconee.ga.us

Dates of Service: 2015/16

TAB 4

PROJECT APPROACH

Per the RFP requirements the Work Program will result in a completed Workforce Study for the City of Palm Beach Gardens. At a minimum, the Study will include:

1. Review the City's Comprehensive Plan (including, but not limited to, the Housing Element);
2. Review the provisions of the State of Florida Statutes pertaining to workforce and affordable housing;
3. Research and analyze housing market trends in Florida, specifically the south Florida region and Palm Beach County;
4. Examine and review the affordable/attainable workforce housing policies and procedures of other comparable municipalities and public entities;
5. Research the demand for affordable/attainable workforce housing in south Florida and Palm Beach County;
6. Review available data and studies in south Florida - including those pertaining to Palm Beach County and its current regulations;
7. Analyze specifically the affordability of housing in Palm Beach Gardens;
8. Review available parcels of land and conduct a suitability analysis for ideal locations in the City for workforce housing;
9. Work with City staff to organize and facilitate workshops on the topic of workforce housing for community input
10. Meet with the City's stakeholders and develop an actionable implementation schedule that will assist the City with establishing a Workforce Housing Program; and
11. Meet regularly with City staff regarding updates and progress towards the project.

2.3 DELIVERABLES

The Consultant shall provide the City with the following Deliverables:

1. Create a comprehensive Workforce Housing Incentive Program - which may include but is not limited to: impact fee credits or waivers, building and/or engineering permit fee credits, land acquisition and/or establishing a community land trust, public/private partnerships, first time homebuyer single family home credit or down-payment assistance program, provision of workforce rental units, expedited review of permits, density bonuses, creation of an impact fee to assist in offsetting the costs to workforce housing, etc.;
2. Provide recommendations for updating the terminology in the Comprehensive Plan and create accurate definitions to support the Program;
3. Provide a written report of the analysis, including recommendations for a Workforce Housing Policy, and all the market research and data analyzed, to support the recommendations of the Program;
4. Provide a written report with recommendations, including a projected timeline and milestones, which will assist the City with successfully establishing a Workforce Housing Program.
5. Facilitate and organize public workshops and public hearings as needed and incorporate feedback and input into the written reports, analysis, and recommendations.

WHAT IS WORKFORCE OR ATTAINABLE HOUSING?

The term affordable housing often appears in the media without definition - affordable to whom? Obviously there are persons for whom virtually any housing is affordable and still others for whom almost nothing is affordable. Thus, "affordable" describes a relationship between two variables - the income of consumers (buyers and renters) and the cost (price) of the product (houses and apartments). Significant changes in either of these two variables can "produce" or "lose" affordable housing. When there is no equilibrium between the demand for affordable housing and either the lack of or the ability to increase the supply of affordable housing, the situation is referred to as an "affordability gap."

Affordability Gap

A key component of the analysis is the size of the gap between what households can afford and the cost of producing additional housing. When HUD uses "affordable housing," it means housing affordable to those with incomes at or below 120% (moderate), 80%, (low income), and 50%, (very low income) of the median income of a metropolitan area who pay no more than 30% of their income for housing. SPG analyzes rental as well as ownership housing for each of the three income categories. Thus, to determine the extent to which affordable or workforce housing is needed in Palm Beach Gardens, one has to study the relationship between these variables - individual incomes and product prices. These are the key components in examining the demand-supply equation for any given market area.

To determine whether and to what extent affordable housing is needed we have to study the relationship between these variables - individual incomes and product prices.

Factors Impacting the Affordability Gap

Few people can or even will buy a residential unit without a mortgage. The cost and availability of mortgage money is a major determinant of whether households can purchase a home, whether investors will produce new housing units and whether families will move. Housing, regardless if it's purchased by an investor or resident, is a leveraged commodity. The ratio of a mortgage loan to the total value of the property is usually high (frequently 80-90%). This means that the owner's equity is relatively low; hence, the owner "leverages" his or her money with a high ratio of borrowed money.

When housing costs are compared against disposable family incomes, it can be determined whether households will be faced with prices beyond their ability to pay, commonly referred to as the cost burden. Disposable incomes are viewed as the total amount of money that a household can spend on goods and services. Standard measures of housing affordability used by financial and government officials traditionally have been 25-30% of a household's gross income for rent and 2–2 1/2 times the annual family income for mortgage loans. However, the average American actually spends over 30% of his/her after-tax income for housing. For the first-time buyer of a new home, that average goes up to 40% of disposable income. If housing costs take a larger portion of the family income, it might be expected that the demand for lower-cost housing will increase. Conversely, if housing becomes relatively cheaper as it did in 2000-2006s and continues today, the reverse could be expected. Housing costs have rapidly increased over the last 48 months; much faster than disposable incomes. Major influences causing the higher costs are land development and construction costs, energy, materials, and higher land costs that may include demolition costs. Historically, interest rates have been the major component of overall cost. Abnormally low interest rates have helped fuel the strong housing market of the last four years. However, as these rates are beginning to increase to normal ranges, housing costs can be expected to increase significantly.

Land development costs, building materials, and labor costs, as well as profit margins, comprise the total selling price of a dwelling unit. As a result of the dramatic increase in these costs, all indications are that a family or household's ability to purchase or rent housing is diminishing. Should the trend continue, the housing market might be impacted in a variety of ways, as well as influencing the appearance, production and distribution of housing within Palm Beach County and the City of Palm Beach Gardens.

LINKAGE PROGRAMS

Commercial and residential linkage strategies tie new economic development to the construction and maintenance of affordable housing or other community needs. Most linkage programs do this by requiring developers of new commercial or larger market grade developments to pay fees (usually assessed per square foot of development) to support affordable housing. Some programs give developers the option to actually construct the affordable units. In exchange for compliance, developers receive their building permits. Established by legislation or ordinance, linkage strategies are an important vehicle for ensuring that community benefit is derived from commercial or large residential development.

In metropolitan areas experiencing growth like Palm Beach County, commercial and market grade residential development (usually office or retail space and luxury apartments) often outpaces affordable housing production. This can create a jobs-housing imbalance, meaning there are not enough places for workers to live in the vicinity of their jobs. A jobs-housing imbalance can drive up prices in the local housing market, forcing some people out. Low-income people and communities of color are often the most acutely affected. A jobs-housing imbalance also leads to long commutes and traffic congestion as workers live farther from jobs, which affects the entire region. Linkage programs seek to correct this imbalance by tying the construction and maintenance of the affordable housing stock to commercial growth

The basic concept of all linkage fee programs is the same: developers of new commercial and market grade residential developments contribute—either by fee or through construction—to the affordable housing stock or to other community needs such as job training, public transportation, or child care. Beyond this basic concept, there are significant variations, shaped by a range of political and economic issues.

The first step is determining the types of real estate development to which the fee will be applied. Most linkage programs apply to some subset of "commercial" development (in zoning this usually refers to office, retail, and hotel space) as well as larger market grade residential developments. Some programs also assess a fee on new industrial development, though usually at a lower rate.

In choosing real estate categories, SPG considers the current and projected economic profile of the city. What sorts of economic development are happening, and at what rates? Are there a lot of zoning variances being requested?

Virtually all non residential linkage fees are charged per square foot of the new development. While some ordinances have the same fee for all categories of use (retail, office, etc.), others set separate rates. Residential linkage fees are usually defined on a per unit bases although some municipalities use per square footage. A linkage program should relate the proposed fee per square foot/per unit to the increased affordable housing need generated by the new commercial and market grade development .

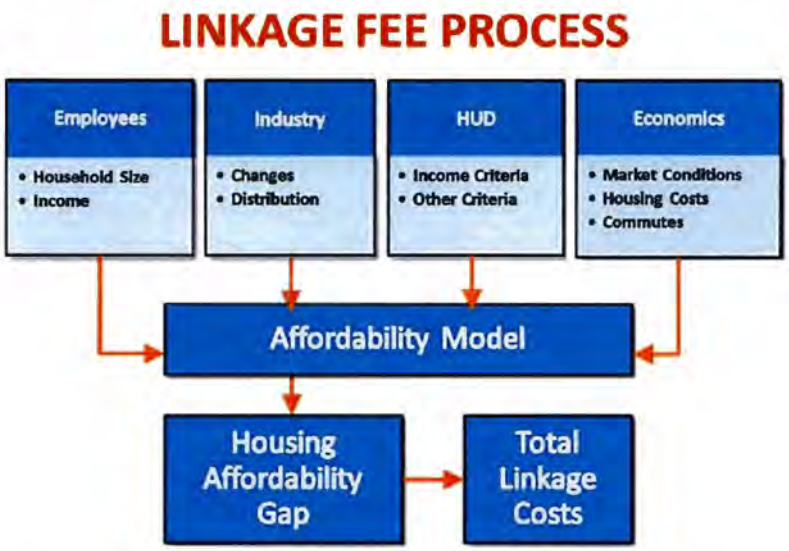
Next, SPG estimates the cost of financing the "gap" between the cost of constructing a new unit and the affordable sale (or rental) value based on the income of the target population (the workers in need of housing). In order to prevent a "taking issue" SPG will prepare a series of Pro Forma analyses for various commercial and residential developments to demonstrate the impacts of various levels of linkage fees.

The core concept of linkage programs is to mitigate the impact of commercial and large market grade residential developments on housing affordability. It should be noted that several municipalities have also looked to linkage fees to address other needs, such as childcare and job training.

An important issue in establishing a linkage program is determining when in the construction process the developer pays the linkage fee. In some cities, the fee is due when the new development receives the permit. In other areas, the payment can be spread out over a period of seven years.

Many linkage fee ordinances include a provision that allows or mandates a periodic review of the fees to determine whether an adjustment is needed. Given inflation and changing economic conditions, including a call for regular review of the fee schedule is important.

Increasingly, municipalities include a proximity requirement in their linkage programs to ensure that the affordable housing built with the funds is in the area affected by the commercial development. For example, affordable housing is supposed to be built within a mile and a half of the commercial development that generated the funds.



All linkage programs exempt a certain amount of square footage from their fees, as a way of protecting small businesses. The threshold depends on the priorities and concerns of the program. In establishing the City's program, it will be necessary to establish the priority was on addressing the effects of the scale (size of commercial or market grade residential developments) in some municipalities developments under 100,000 square feet do not owe a fee at all; for larger developments the fee is levied only on the square footage above 100,000. Other municipalities exempt developments under 30,000 square feet completely, but charges larger developments for all but 2,500 of their square footage.

Mechanisms to ensure that linkage fee revenue is dedicated to affordable housing production are critical to a program's success. If linkage fee revenue goes into a municipality's general operating budget, the funds are vulnerable to budget crises, and it is more difficult to ensure that resources are spent on affordable housing.

Housing Trust Funds. Housing trust funds are public funds established by legislation, ordinance, or resolution to receive specific revenues, which can only be spent on housing. They generally have specific income eligibility requirements for the housing they build.

Inclusionary Housing. Inclusionary zoning requires or encourages that a percentage of housing units in new residential developments be made available for low- and moderate- income households. Inclusionary housing programs are primarily funded through reducing costs to developers, as through density bonuses, but they sometimes require additional subsidies. Linkage programs can provide those funds.

No matter how compelling the case for a linkage program may be, someone – often commercial developers, public officials, or business leaders – will raise the concern that such a fee will discourage or halt needed economic development. Studies have shown that the fee is relatively modest compared to the developers' budgets and that linkage fees have not halted commercial development elsewhere. **The nexus study will include a pro forma analysis of the various potential linkage fees on the developer's financial bottom line.** It is also worthwhile to point out that builders benefit from the public investment in infrastructure (transportation, sewage, etc.), so it is not unreasonable to expect them to mitigate negative public impacts of their activity.

The linkage fee has some weaknesses that should be noted. Revenue fluctuates substantially with the fluctuations of the commercial development market. And in some cases the Trust Fund can only fund new construction, not rehabilitation of existing units.

WORK PLAN

MICROECONOMIC JOBS HOUSING ANALYSIS

Approach and Framework

SPG uses a microeconomic analysis to examine employment associated with the development of a prototypical 100,000-square foot building modules. Then, through a series of linkage steps, the number of employees is converted to the number of households, household types, and housing units by affordability level. The findings are expressed in terms of numbers of households related to building area. In the final step, the numbers of households are converted back to the per-square foot level, in order to determine affordable housing linkage fees.

Analysis Steps

The linkage analysis is comprised of several steps used to convert new employment into household and income categories in order to determine gaps in housing affordability at different income levels. The following is a description of each step of the analysis.

Step 1 – Estimate of Total Employees

The total number of direct employees who will work in the building type being analyzed is identified. Employment density factors are then used to make the conversion. The density factors used in this analysis are based on industry and local market factors. All density factors are averages and individual uses can be expected to be fairly divergent occasionally. For ease of analysis and comparison purposes, this analysis is based on prototype buildings of 100,000 square feet. We will use this size of building in order to count jobs and housing units in whole numbers that can be readily understood. At the conclusion of the analysis, the findings will be divided by building size to express the linkages per square foot, which are very small fractions of housing units.

Step 2 – Adjustment for Changing Industries
This step is an adjustment made to take into account any declines, changes and shifts within all sectors of the economy and to recognize that new space is not 100% equivalent to net new employees.

Step 3 – Industry Distribution of Employees
The distribution of employees is the first step in arriving at household income levels. The industry groupings will be developed from the Quarterly Census of Employment and Wages (QCEW), also known as the ES-202 from the Agency for Workforce Innovation. Employment is translated to income based on county wage and salary information for each building type. The wage and salary information provide the income inputs to the Affordable Housing Model. The model uses wholesale/retail warehouse workers, while retail establishment/ office workers are analyzed separately.

Step 4 – Adjustment from Employees to Employee Households
The number of employees that will work in the building type being analyzed is converted to the number of employee households by land-use type . The SPG model utilizes a conversion sub-model developed by the Florida Department of Community Affairs (DCA). This step recognizes that there is, on average, more than one worker per household. Thus, the number of housing units in demand for new workers must be reduced. The worker/ household ratio eliminates from the equation all nonworking households, such as retired persons, students, and those on public assistance. This step calculates the number of households for each type of household (i.e., single-worker household, two-worker household, three-worker household).

Step 5 – Estimates of Employee Households Meeting the Lower Income Definitions
In this step, the analysis calculates the number of households that fall into each income category for each type of household (i.e., single-worker, multi-worker). Individual employee by industry sector was used to calculate the number of households that fall into these income categories by assuming that multiple-earner households are, on average, formed of individuals falling within the same income category.

Step 6 – Estimates of Households that meet HUD Income Criteria (Affordability Model)
A model was developed to determine the affordability of households by HUD's income and levels. This step has been performed for each industry/land-use category and multiplied by the number of households (demand by and type of land-use). The affordability model can then used to compare industry–related characteristics with geographically-related income and housing cost characteristics in subsequent steps of the analysis.

Step 7 - Summary by Income Level
The results of the analysis for each of the identified income categories for each of the potential land uses (prototypical 100,000-square foot buildings) are presented.

Step 8 - Adjustment for Commute Relationship
This step depicts the results of the analysis both before and after an adjustment for commute relationship. The 2010 Census and 2017 ACS provides the percentage of those residents holding jobs within various jurisdictions. The estimate of households for each income category in a 100,000 square foot prototype building are adjusted downward by this commute factor providing a localized determination of demand.

Step 9 - Summary by Square Foot Building Area
At this point, the analysis has illustrated results for prototype buildings of 100,000 square feet. In this step, the results are translated to a per square foot coefficient. These coefficients state the portion of a household, by

affordability level, for which each square foot of building area is associated. This is the summary of the affordability housing linkage from various types of land use to employees and housing demand by income level.

Step 10 - Total Housing Linkage Costs

This step takes the conclusions of the previous section and identifies the total cost of assistance required to make housing affordable for the lower-income categories associated with each building type . This step calculates "linkage costs" for each income level in order to produce total linkage costs. A key component of the analysis is the size of the affordability gap between what households can afford and the cost of producing additional housing. The analysis is conducted for the categories of income identified for study. The analysis is also conducted for rental housing as well as ownership housing for each of the income categories utilizing current real estate market data.

Step 11 - Income and Household size Assumptions

Income definitions for housing programs are established by HUD for varying household sizes. For establishing the affordability gap, there is a need to match a household of each income level with a unit type and size according to government regulations and policies. Therefore, SPG will identify the HUD information in establishing household size and income limits.

Step 12 - Current Housing Costs

Current housing costs include the price of existing homes in the market either for rent or for sale, as well as costs associated with the development of new housing stock, either condominiums or town homes. For purposes of this analysis, actual market information will be developed for both rental housing units available in the area and recent home sales prices will be obtained from MLS data and or Property Assessor's data for 1-bedroom through 3-bedroom units.

Step 13 - Housing Affordability Gap

In determining the affordability gap for a typical, garden-style apartment, the average rental rate for a two-bedroom unit will be determined. The rent will be annualized and adjusted for operating expenses to determine its potential net operating income (NOI). The NOI will then be capitalized to derive an average market value for the two-bedroom unit. This information will then be compared to the household limits to identify the affordability gap that occurs at various income levels.

Ownership Housing Affordability Gap

The same analysis for rental housing is conducted for ownership housing. Instead of determining the maximum rent levels, this analysis determines the maximum purchase price for 1, 2, and 3-bedroom units for each of the income categories. Using local MLS data or other source of data, SPG will identify the median costs of the various types of housing, based upon income limits and the number of bedrooms. The analysis will reflect the affordability gap by income categories for both condominium units and single-family units.

Step 14 - Total Linkage Costs

This last step analysis marries the findings on the numbers of households at each income level associated with the four types of buildings to the affordability gaps, or the costs of delivering housing in each of the jurisdictional areas. The commercial development linkage fee per square foot will reflect the results of the calculation: number of units times affordability gap, divided by 100,000 sq. ft. to bring the conclusion back to the per square foot level. The total linkage costs are calculated for the total impacts, then adjusted for the fact that only a share of the worker households will seek housing in the respective jurisdictional area.

The following describes the basis methodology developed by SPG is conducting affordable housing studies. The methodology below is used for establishing needs and subsequent fee calculations for linkage fees.

Socioeconomic & Demographic Analysis of the City/County

An analysis of historical population and housing growth trends will be undertaken by SPG for the City and County. Forecasts of future growth will be made for the 2017-2030 period in five-year increments. Socioeconomic data indicators will also be analyzed to determine the areas of significant growth in employment opportunities that can be expected, as well as dimension of population character and economic profiles of the city.

Rental Housing Market Inventory/Characteristics

SPG will identify and survey the physical characteristics and market performance of selected representative market rate and assisted, multi-family rental housing. This survey will be based upon available secondary data, as well as field survey of rental communities containing at least twenty-five rental units within the City. The existing and planned inventory of the private-sector rental housing supply (for which there is available information) will be described.

Homeownership Housing Market Inventory/Characteristics

SPG will identify and survey the physical characteristics and market performance of selected, representative market-rate and assisted home-ownership housing that has been recently completed, is currently under construction, or is planned.

Identification And Inventory of the City's Affordable/Workforce Housing

SPG will identify and locate existing low and moderate-income housing units within Palm Beach Gardens and surrounding areas. This inventory will also be prepared for proposed housing units that have been approved or permitted for construction at the time of the survey.

Housing Demand Analysis

SPG will provide an overall and workforce/affordable housing unit demand analysis for both rental and homeownership housing units for the existing base year (2018) and the study horizon years of 2020, 2025 and 2030. The determination of future housing demand will be based, in part, on population and household growth trends, historic and projected residential permit activity, current and fore

cast housing vacancy rates, planned development activity and interviews with local market area realtors, rental agencies, low and moderate income housing providers, developers, government agencies and any other relevant knowledgeable sources.

Housing Supply Analysis

SPG will analyze the City's current housing delivery process to determine those factors critical to producing "workforce/affordable housing" (including but not limited to: land banking, infrastructure cost abatement, state-of-the-art, low-cost development programs/standards, etc.)

Identify major cost factors affecting production of workforce/affordable housing

SPG will identify and recommend solutions to remediate adverse development costs of workforce/affordable housing (single-family and multi-family). Funding alternatives to reduce the cost of workforce/affordable housing delivery will be identified and recommendation presented. Lastly consensus will be reached defining the City's role in the delivery of workforce/affordable housing which provides improvements to existing/additional regulations and incentives for the delivery of single- and multi-family housing.

Analysis of Land Suitability

SPG will review available parcels of land and conduct a suitability analysis for ideal locations in the City for workforce housing. Because of transportation costs are important in analyzing housing costs and location of workforce housing. As transportation cost increase, the ability to pay for housing decreases while lowering transportation costs allows for higher housing payments. Using City GIS data (and County Appraiser GIS data), SPG will determine areas best suited for workforce housing including City owned vacant or underused properties, other vacant properties, and parcels near public transit including rail.

MANAGEMENT PHILOSOPHY

PROJECT PLANNING

SPG's management team starts interacting with the client immediately upon firm selection to become fully attuned to the needs, scope of services, schedule and cost. The first step is the preparation of the scope of work to fully define and detail the scope of services to be achieved by the final product. Each item in the scope is then divided into one or more tasks; the responsibility for each task is assigned to the appropriate qualified professional. A work flow schedule is then prepared which includes task start and end dates; identifies inter-related and sequential tasks; and details milestones and in-house client reviews.

The work flow schedule is then visually depicted as a Gantt Chart (bar graph). This system represents all tasks in time. This enables all personnel working on the project to visually determine not only the status of their assigned tasks, but also the status of tasks which must be completed by an earlier stage of analysis. A production flow chart is developed for the Table of Contents from the Gantt Chart for use in Quality Control.

ACCOUNTING

Once a project is awarded, a corresponding five-digit number is assigned. This number ensures that only those cost charges directly related to the project are assigned to the project master computer file. All correspondence and documentation is also encoded with this project number to help maintain a project master cabinet file. In addition, all personnel fill out daily time sheets, charging their hours to the appropriate project number; this system aids the documentation and monitoring of project progress and cost. In addition, daily task sheets are filled out so that progress on specific tasks can be monitored.

MANAGEMENT PROCEDURES

Management procedures guide and control the work effort upon commencement of the project after project planning and accounting have been firmly established. Implementation of management procedures includes a Weekly Project Review Meeting in which project status is defined in terms of schedule cost, quality, staff utilization, and needs for additional information flow with the client. Existing project status is then compared with the predetermined goals for that point in time. Some elements of project status can be determined daily; for example, the staff utilization report ensures that individual staff members are working on the correct task on the proper day.

A review is conducted upon project completion to evaluate individual staff performance as well as client response to the product. Clients receive the benefit of having only proven professionals work for them, individuals who have matured in their professional growth with the feedback and guidance of both peer and management review.

QUALITY CONTROL

The true test of any project management is the professionalism of the product itself. SPG's quality control is initiated with the first step of project planning. The production flow chart allows the scheduling of report contents, ensuring an easy transition from document generation by the technical staff to document production by the Word Processing Center. At this point, the tasks converge into a document through technical writing and editing, formatting, typing, reproduction, graphics, and general document coordination. Journals maintained daily by professional staff record the origin and date of information, thereby enabling accurate retrieval of text,

table references, and bibliographies.

The **Word Processing Center** is centered around Windows based Microsoft Office Software System. The advantages of these systems are speedy rough-draft typing and storage, and fast revisions of rough drafts when they are resubmitted for final typing. The format and page length can be easily adjusted in the memory, thereby allowing uniform page length and width. Justification of the margins and line centering can also be accomplished.

The **Graphic Arts Department** is responsible for format, interpretation, and preparation of all illustrations from original planning and layout design to final camera-ready stage. Graphics personnel provide cartographic, drafting, illustration, layout and design, and photographic services. Computer graphics and design capability is integrated with document production allowing "in-house publishing" of high quality rivaling typeset printing and offering clients significant cost savings.

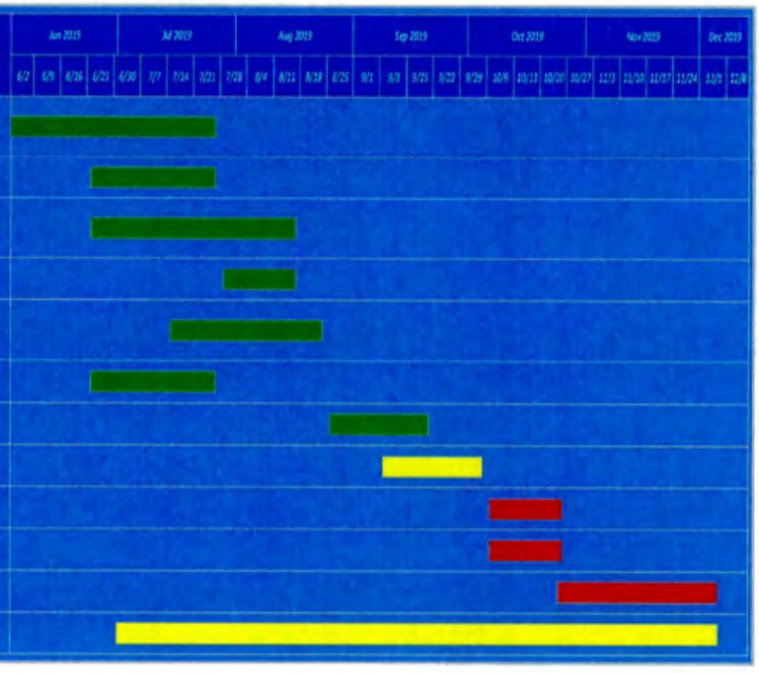
Other features of the SPG document control and production system are its technical writing and document coordination functions. Written materials--report and proposals--constitute SPG's only "product". They are therefore given professional editing and rewriting treatment through the services of a technical writer with extensive training and experience. The technical writer translates technical data into readable documents to ensure both comprehension and correct grammar and usage. This writing function is complemented by a professional document coordinator who is responsible for orderly test and graphics development, processing, reproduction, proofing, and format. The document coordinator ensures consistency and professionalism in every SPG document.

SUMMARY

SPG's project management system initially establishes a scope of work for the final report in accordance with the contract. The total effort from start to finish is geared to produce a high quality report on schedule. The report is not just the result of a work effort; rather, the work is tailored to produce the desired report. *This system approach allows full use of corporate resources, and has proven to be highly effective in giving clients the most for their money.*

TIME SCHEDULE

ID	Task Name	Start	Finish	Duration
1	Task 1 Review City's Comp Plan	6/3/2019	7/26/2019	8w
2	Task 2 Review Florida Statues on Workforce and Affordable Housing	6/24/2019	7/26/2019	5w
3	Task 3 Analyze housing market trends	6/24/2019	8/16/2019	8w
4	Task 4 Competitive Examples of Workforce Housing Policies and procedures	7/29/2019	8/16/2019	3w
5	Task 5 Demand for Workforce/Attainable Housing	7/15/2019	8/23/2019	6w
6	Task 6 Review data/studies and regulations	6/24/2019	7/26/2019	5w
7	Task 7 Affordability GAP Analysis in City	8/26/2019	9/20/2019	4w
8	Task 8 Suitability Analysis of land parcels	9/9/2019	10/4/2019	4w
9	Task 9 Facilitate Workshops (2)	10/7/2019	10/25/2019	3w
10	Task 10 Stakeholder meetings on implementation Schedule (2)	10/7/2019	10/25/2019	3w
11	Tasl 11 Draft/Final Report	10/25/2019	12/5/2019	6w
12	Task 11 Meetings with staff (Mthly)	7/1/2019	12/5/2019	22.8w



TAB 5

ATTACHMENTS AND FORMS

RFP2019-054PZ
Consultant for Workforce Housing Program

ACKNOWLEDGEMENT OF ADDENDA

INSTRUCTIONS: COMPLETE PART I OR PART II, WHICHEVER APPLIES

PART I:
List below the dates of issue for each addendum received in connection with this Solicitation:

Addendum #1 Dated 2/19/2019

Addendum #2 Dated 3/5/2019

Addendum #3 Dated _____

Addendum #4 Dated _____

Addendum #5 Dated _____

Addendum #6 Dated _____

Addendum #7 Dated _____

Addendum #8 Dated _____

Addendum #9 Dated _____

Addendum #10 Dated _____

PART II:

☐ NO ADDENDUM WAS RECEIVED IN CONNECTION WITH THIS SOLICITATION

Strategic Planning Group, Inc.
Firm Name

Signature

Robert J Gray, President
Name and Title (Print or Type)

March 12, 2019
Date

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RFP2019-054PZ
Consultant for Workforce Housing Program

PROPOSAL SIGNATURE PAGE

By signing this Proposal, the Proposer certifies that it satisfies all legal requirements as an entity to do business with the City, including all Conflict of Interest and Code of Ethics provisions.

Name:

Strategic Planning Group, Inc.

Principal Address:

830-13 N A1A, Suite 402, Ponte Vedra Beach, FL 32082

Primary Telephone Number: 800 213-PLAN (7526)/904.834.2073

Email Address: rgray@spginc.org

Federal Employer Identification Number: 59-2353641

Signature: _____
(Signature of authorized official)

Print Name: Robert J Gray, AICP

Title: President

Date: March 12, 2019

BY SIGNING THIS DOCUMENT, THE PROPOSER AGREES TO ALL TERMS AND CONDITIONS OF THIS SOLICITATION AND THE RESULTING CONTRACT AND AGREEMENT.

THE EXECUTION OF THIS FORM CONSTITUTES THE UNEQUIVOCAL OFFER OF PROPOSER TO BE BOUND BY THE TERMS OF ITS PROPOSAL, FOR NOT LESS THAN 90 DAYS, AND THE PROPOSER'S UNEQUIVOCAL OFFER TO BE BOUND BY THE TERMS AND CONDITIONS SET FORTH IN THIS SOLICITATION. FAILURE TO SIGN THIS SOLICITATION WHERE INDICATED ABOVE BY AN AUTHORIZED REPRESENTATIVE SHALL RENDER THE PROPOSAL NON-RESPONSIVE. THE CITY MAY, HOWEVER, IN ITS SOLE DISCRETION, ACCEPT ANY PROPOSAL THAT INCLUDES AN EXECUTED DOCUMENT WHICH UNEQUIVOCALLY BINDS THE PROPOSER TO THE TERMS OF ITS PROPOSAL.

RFP2019-054PZ
Consultant for Workforce Housing Program

TRUTH – IN – NEGOTIATION CERTIFICATE

The undersigned warrants (i) that it has not employed or retained any company or person, other than bona fide employees working solely for the undersigned, to solicit or secure the Agreement and (ii) that it has not paid or agreed to pay any person, company, corporation, individual, or firm other than its bona fide employees working solely for the undersigned or agreed to pay any fee, commission, percentage, gift, or any other consideration contingent upon or resulting from the award or making of the Agreement.

The undersigned certifies that the wage rates and other factual unit costs used to determine the compensation provided for in the Agreement are accurate, complete, and current as of the date of the Agreement.

(This document must be executed by a Corporate Officer.)

Name: Robert J Gray, AICP

Title: President

Date: March 12, 2019

Signature:

RFP2019-054PZ
Consultant for Workforce Housing Program

INCORPORATION AFFIDAVIT
Solicitation No. RFP2019-054PZ

State of Florida } SS:
County of Palm Beach }

I, (print name) Robert J Gray acknowledge that I have legal authorization to contractually bind (name of company or firm) Strategic Planning Group, Inc. . I acknowledge that as part of my response to this Solicitation I have read and reviewed copies of the following documents located at www.pbgfl.com/purchasing:

1. Notification of Public Entity Crimes Law;
2. Notification of Public Records Law;
3. Drug-Free Work Place Provisions;
4. Conflict of Interest Disclosure; and
5. Non-Collusion Affidavit

I hereby swear or affirm that I have read and that I understand and accept all the requirements and regulations imposed by the above-referenced documents and that I acknowledge and accept that the above-referenced documents and all terms and conditions contained therein are incorporated into my response to this Solicitation.

I make this Affidavit under penalty of perjury.

Signature: _____

Firm Name: Strategic Planning Group, Inc.

Title: President

Date: March 12, 2019

Notary Public

The foregoing Affidavit was acknowledged before me this 12th day of March, 2019, by Robert J Gray who is personally known to me or who has produced a Florida driver's license as identification and who did take an oath.

[Notary Seal]

Signature: Erica C. Vona

ERICA C. VONA
Notary Public - State of Florida
Commission # GG 156298
My Comm. Expires Dec 18, 2021
Bonded through National Notary Assn.

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TAB 6

PRICING INFORMATION

This cost proposal is based on our extensive experience in preparing workforce housing programs in Florida and our current know of the South Florida Market. This experience and knowledge allows our Clients achieve considerable cost savings.

PALM BEACH GARDENS WORKFORCE/AFFORDABLE HOUSING PROGRAM

FEE PROPOSAL

PROJECT WORK PLAN & COST ESTIMATE

Prepared by Strategic Planning Group, Inc.

		ESTIMATED MAN-HOURS			SPG
	PROJECT TASKS	**Principal PD**	**Senior Associate**	**Senior Planner**	**Total Project**
	Hourly rate->	$175	$150	$115	
Deliverable 1	**Comprehensive Workforce Housing Incentive Program**	24	40	24	$12,960
Deliverable 2	**Provide Recommendation for updating Comprehensive Plan**	24	32		$9,000
Deliverable 3	**Workforce Housing Policy Report**	32	40	48	$17,120
Deliverable 4	**Draft and Final Workforce Housing Program**	24	40	32	$13,880
Deliverable 5	**Facilitate and organize Workshops/Hearings (3)**	24	24	24	$10,560
TOTAL ESTIMATED MAN-HOURS		128	176	128	432
TOTAL ESTIMATED CONSULTING FEE		$22,400	$26,400	$14,720	**$63,520**
ESTIMATED EXPENSES	5.00%				**$1,475**
TOTAL ESTIMATED COST					**$64,995**

SOURCE:STRATEGIC PLANNING GROUP, INC.

2019 Billing Rates

Professional Fees	Per Hour	
Strategic Planning Group, Inc.		
Project Officer	$175	$200
Project Manager	$150	$175
Senior Managing Director	$150	$175
Senior Associate	$125	$175
Associate	$100	$150
Planner	$95	$110
Market Analyst	$75	$95
Urban Designer	$120	$195
GIS	$90	$110
Analyst	$90	$110
Word Processing/Document Production	$50	$75

Expert Witness: $3,500 day

Reimbursable Expenses: Billed at Cost