

Leadership Project

Habitat for Humanity of Broward

“Doubling Production, Doubling Efficiency”

Team 3

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Executive Summary

Project Intent & Approach

The Leadership Project Team (LPT) was tasked by the ULI to assist the Habitat for Humanity of Broward with developing strategies to help fulfill leadership's stated goal of doubling the number of safe, decent homes they provide to low-income families, to address more aggressively the desperate need for housing. The LPT conducted best practices research, held interviews, and performed local policy and plan reviews in addition to reviewing agency documentation. Research findings were reviewed for applicability to H4H Broward and recommended strategies are provided in this report.

Research & Analysis

Land values continue to rise as supply diminishes and demand increases. South Florida (Tri-County area) is one of the most cost burdened area in the Country with housing costs upwards of 60%, far exceeding the national rate of 30%. In addition, 54% of Broward County's workers are employed in low-wage service sectors jobs that fall within 40-60% of the County's median household income. Habitat Broward's desire to double inventory will require trying new methods to deliver housing.

Local Policy Analysis was performed by reviewing Broward County municipal maps and queried already established **Community Redevelopment Areas (CRA)** designations and further studied the purpose and boundaries of such CRA. The LPT then reviewed the **Opportunity Zone** maps to determine where CRA boundaries fell within census tracts designated as Opportunity Zones. Preferred areas were generated based on this multi-step process.

Best practice examples were highlighted from the Habitat Affiliates of Pinellas County, Greater San Francisco, and Asheville, NC each focused on different successful elements such as the ReStore, Multi-Family Densification, and overall scale and scope of the organization.

The LPT researched and evaluated various **Home Repair and Preservation Programs** from other Habitat affiliates and similar providers around the United States. These programs vary from general repair to specific demographic targets all based on need. The LPT reviewed **Alternative Construction Methods** including Prefabrication, Precast Insulated Concrete, Insulated Concrete Forms, and

Shipping Containers and also researched **Supply Chain/Contracting** including continuing services contracting, Multifamily Exchange and Round Robin programs.

Recommended Strategies

Together with research, feedback from interviews of industry leaders, knowledge of local plans, policies, and initiatives, and team background and expertise, the following strategies were developed covering areas of organizational capacity, operational efficiency, financial and other strategic opportunities.

Strategies:

1. Add Full-Time Staff in Specific Areas of Need
2. Institute Preferred List of Areas to Invest in
3. Implement Criteria-Based Ranking for Site Selection
4. Outsource Value-Add Services
5. Implement Competitive Methods of Soliciting Services
6. Explore Using Alternative Construction Methods
7. Conduct a Space Needs Plan
8. Consider Adding Rehab & Repair to Repertoire
9. Strategically Position Agency for Upcoming Opportunities

Recognizing the wide range of strategies proposed, the LPT provided steps that can be taken in the near-term that are low-cost and that could serve as the foundation for agency direction and future decision making.

Acknowledgements

This report was developed with the assistance and cooperation of many people including Nancy Robin and Woody Hughes at Habitat for Humanity of Broward, the ULI Staff and Leadership Institute Team and Program Liaisons, and many public and private sector industry leaders.

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Project Intent & Approach

The **Leadership Project Team (LPT)** was tasked by the ULI to assist the **Habitat for Humanity of Broward (Habitat Broward)** with developing land acquisition and building strategies to help fulfill leadership's stated goal of doubling the number of safe, decent homes they provide to low-income families, to address more aggressively the desperate need for housing. After meeting with the Habitat Broward team in early December 2018, including members of the Board of Directors and administrative leadership, the feedback received was that Habitat Broward needs to invest in identifying and establishing operational efficiencies that will maximize the overall operations of the organization. This includes processes for selecting sites and cities to invest in, streamlining permitting processes, maximizing partnership opportunities, identifying resource (human) capital needs, and coming up with sustainable revenue streams to adequately deliver (select, design, permit, construct) the # of homes and community engagements each year. As a result, the project scope was expanded to look at organizational capacity and operational efficiencies as means to meet the goal of doubling the number of homes.

Project Mission Statement: *To analyze existing organizational capacity and operations and identify strategies that will maximize the overall efficiency of the organization with the goal of agency sustainability.*

Following the meeting in December, the LPT reviewed Habitat Broward financial and strategic plan documents, agency resource levels, and general operational processes and practices. The LPT also conducted research of similar sized agencies around the United States including a comparison of other like-sized Habitat organizations throughout Florida. In addition, industry leaders were interviewed covering non-profit, for-profit, and government in the real estate and housing arena. Local policy research was completed including land use, zoning, and affordable housing. Team member background and expertise was also applied in relevant areas.

Research findings were reviewed for applicability to Habitat Broward and recommended strategies are provided in this report. It is important to note that this report is not a comprehensive analysis of agency operations nor is it an extensive review of similar organizations. Rather, this report intends to provide a high-level perspective to aid Habitat Broward with determining areas that should be further explored in the future.

Research & Analysis

Land values continue to rise as supply diminishes and demand increases. According to the *Broward County Housing Needs Assessment*, South Florida (Tri-County area) is one of the most cost burdened area in the Country with housing costs upwards of 60%, far exceeding the national rate of 30%. In addition, 54% of Broward County's workers are employed in low-wage service sectors jobs that fall within 40-60% of the County's median household income.

Table 1- Top 20 Comparison (Very Large Population) FY 2017 NRRR

No.	Affiliate Name	State	New	Recycle	Rehab	Repair	Total
1	Central Arizona, Inc, HFH	AZ	21	0	5	345	371
2	Memphis, HFH of Greater	TN	30	4	4	262	300
3	Birmingham HFH, Greater	AL	29	1	0	125	155
4	Cleveland HFH, Greater	OH	0	4	15	102	121
5	East Bay/ Silicon Valley, HFH	CA	7	0	1	106	114
6	Wake County, HFH of	NC	55	2	0	48	105
7	Fort Worth Area HFH, Inc.	TX	36	1	0	61	98
8	Philadelphia, Inc., HFH	PA	12	1	0	83	96
9	Twin Cities HFH	MN	27	2	0	66	95
10	Metro Denver, HFH of	CO	27	1	12	51	91
11	Indianapolis, HFH of Greater	IN	16	2	1	70	89
12	Pinellas County, Inc., HFH of	FL	55	4	0	20	79
13	Houston HFH	TX	27	0	0	52	79
14	Los Angeles, HFH of Greater	CA	7	0	5	65	77
15	Rio Grande HFH	TX	7	0	0	70	77
16	Tucson, Inc., HFH	AZ	5	0	0	60	65
17	Newark Inc., HFH of Greater	NJ	3	0	0	57	60
18	Orlando, HFH of Greater	FL	18	1	5	34	58
19	New Orleans Area HFH	LA	26	1	0	31	58
20	San Antonio, Inc.; HFH of	TX	45	0	8	0	53
TOTAL (units)			453	24	56	1708	2241
TOTAL (as %)			20%	1%	2%	76%	100%

Note-Habitat Broward ranked # 37 (appendix table 1)

With 1,264 Habitat for Humanity organizations ("affiliates") nationwide and many urbanized areas facing similar land price fluctuations, several are exploring new ways to deliver affordable housing to those most in need. In comparing Habitat affiliates in the *Very Large Population* category (> 750,000) across the United

States (Table 1), the “repair category” makes up approximately 76% of the Top 20 total affiliates based on total new, recycle, rehab, and repair of housing stock. This is an indicator of the shift beyond constructing only new single-family homes as a delivery method.

Broward County ranked # 37 out of 77 in the *Very Large Population* category (Appendix - Table 1) with 29 total NRRR for FY 2017. As the second largest County (by population) in the State of Florida, Broward came in fourth behind its smaller State counterparts. Habitat Broward’s desire to double inventory will require trying new methods to deliver housing.

Analysis of Local Policies

With the high cost of land as a continuous and growing challenge, Habitat must find ways to leverage relationships and investment opportunities to yield greater results. Focusing efforts on a handful of jurisdictions will allow for 1) a greater understanding of the local municipal regulations; 2) the appetite of the municipality for various housing types; and 3) efficiency in project construction and delivery.

Many cities have established **Community Redevelopment Agencies (“CRA”)** which have delineated geographic areas and a focus on both economic development and housing opportunities. CRA’s often own parcels of land that are available for development which meets certain delineated goals.

The 2017 Tax Cuts and Jobs Act (Pub. L. 115–97) created new tax incentives for investments made in Opportunity Zones to spur economic development and job creation by encouraging long term investment in low-income communities nationwide.

Opportunity Zones are designated census tracts that provide incentives for long-term private sector investment in economically distressed communities. State executives nominated census tracts of communities most in need of private investment to the U.S. Department of the Treasury, which then certified the tracts as Opportunity Zones. The Opportunity Zone designation encourages investment in these certified census tracts by granting investors extensive Federal tax advantages for using their capital gains to finance new projects and enterprises (or substantially improve existing projects and enterprises) located within Opportunity Zones. This provides a new potential avenue for capital investment.

Non-profit organizations in the housing space are looking to Opportunity Zones to leverage investment potential while keeping an eye on the IRS for delivery of the

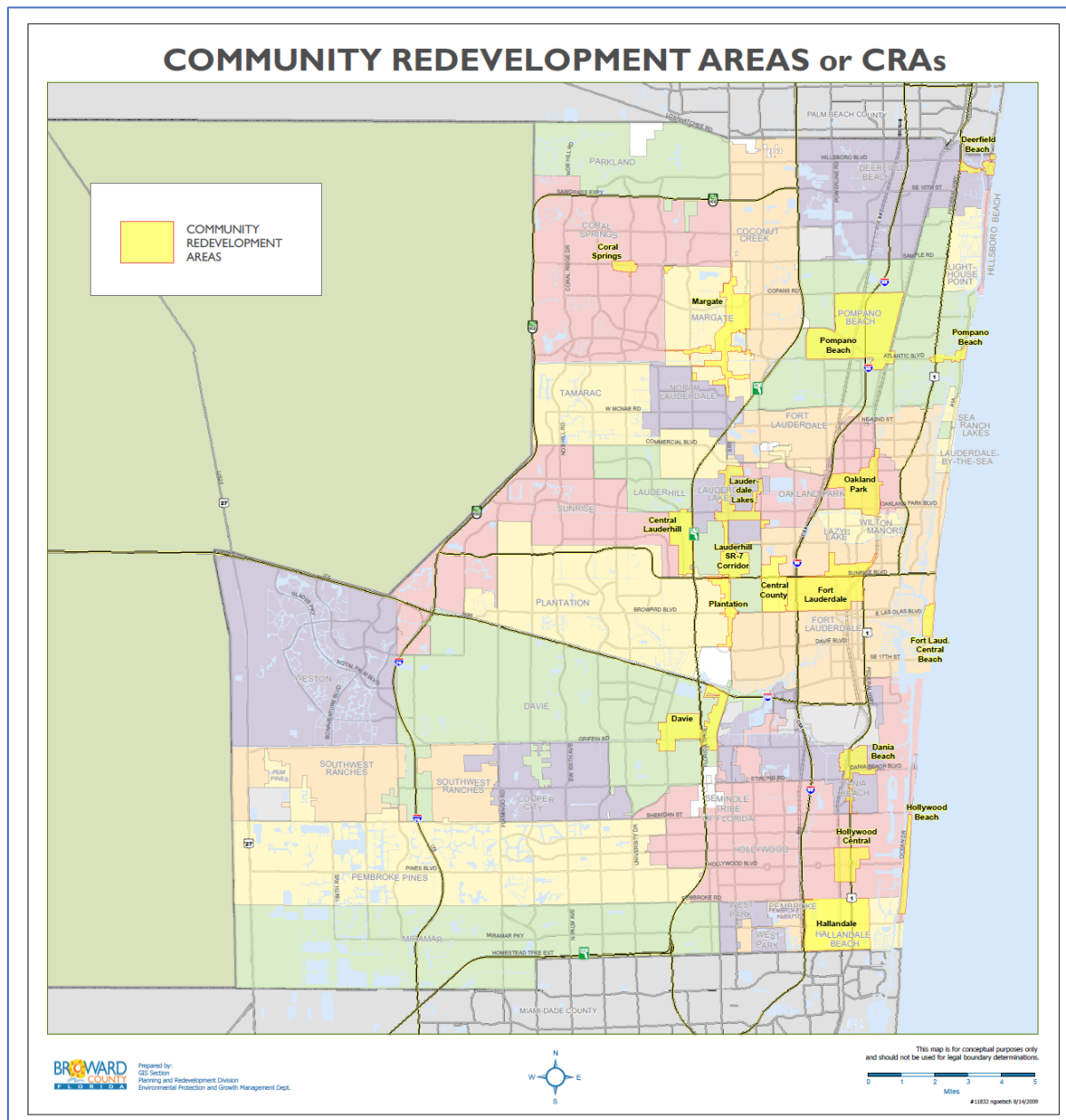


Figure 1 – Broward County CRA Map

final implementing regulations. Organizations are eager to see how Opportunity Zones can help bolster their ability to provide housing and what financing or equity vehicles may become available. For example, Habitat for Humanity of Charlottesville is planning on using recent changes in the tax law to redevelop a 120-acre, 341-unit mobile home park in Charlottesville, Virginia, into a city within a city, complete with single-family homes, townhouses and retail. To help finance the project, **Habitat for Humanity of Charlottesville** is exploring tax credits attached to Opportunity Zones.

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“Doubling Production, Doubling Efficiency”

Currently, the Department of Housing & Urban Development (“HUD”) is undertaking a substantive review of existing policies, practices, planned actions, regulations and guidance regarding HUD-administered programs to identify actions HUD can take to encourage beneficial investment in urban and economically distressed communities, including Opportunity Zones, while continuing to fulfill its mission to create strong, sustainable, inclusive communities and quality affordable homes for all. For developers of affordable housing, this means new opportunity for project funding and mortgage financing. See *HUD Request for Information FR-6155-N-01* in Appendix.

When looking to evaluate potential areas of opportunity for Habitat throughout Broward County, the LPT looked for incentive areas where impact and opportunity can be amplified. First, we evaluated the Broward County municipalities map (appendix) in order to determine the boundaries of each municipality. The LPT then looked to see which municipalities had already established a CRA (Figure 1) and further studied the purpose and boundaries of such CRA.

The LPT then reviewed the Opportunity Zone maps (Figure 2) to determine where CRA boundaries fell within census tracts designated as Opportunity Zones.

This initial evaluation was performed to “narrow the field” to jurisdictions that have identified needs and incentives for the performance of economic development functions. Recommended strategies are provided in the Operational Efficiencies section.

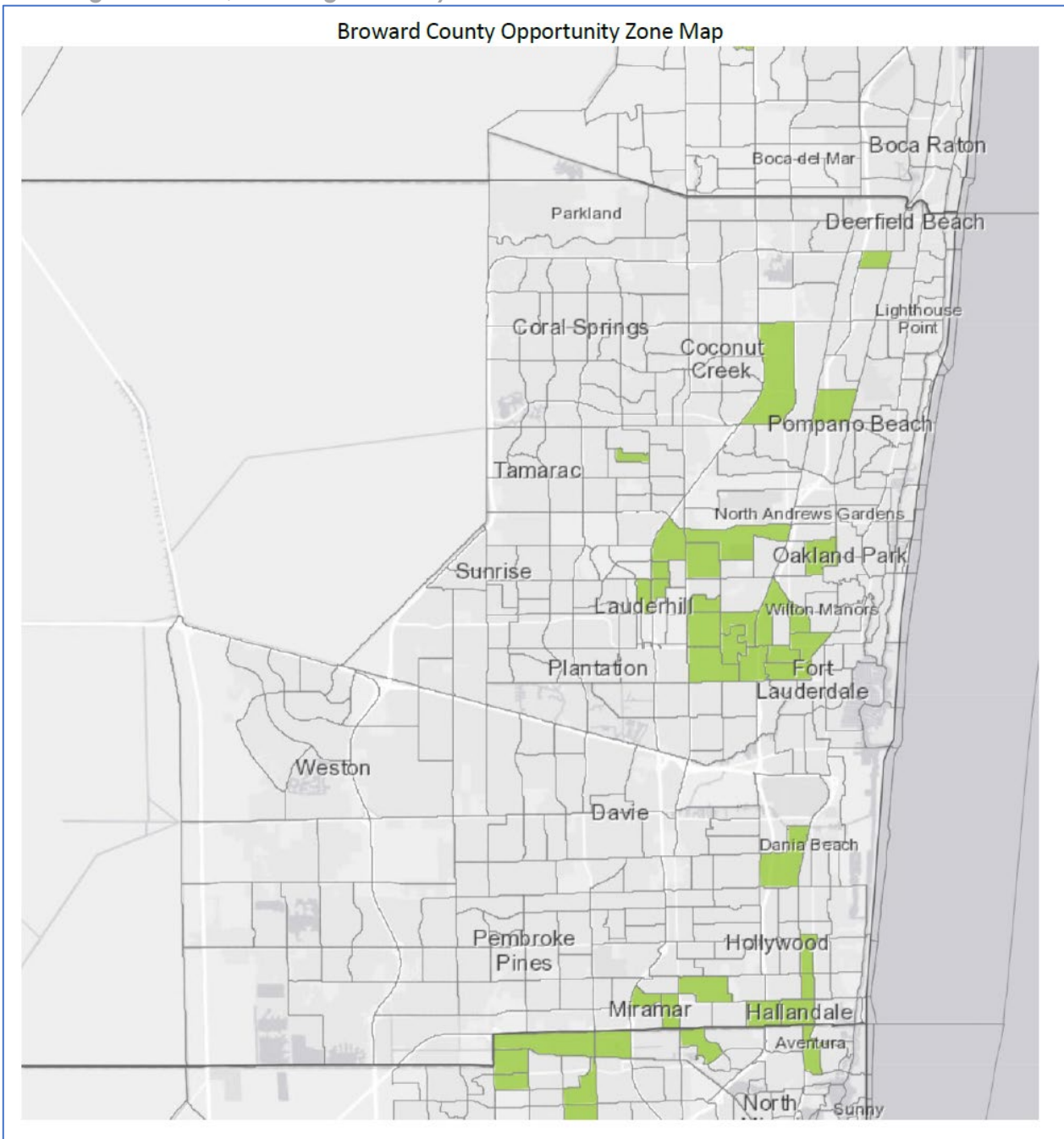


Figure 2. Census Tracts Designated Opportunity Zones

Best Practice Examples

Below are a handful of examples of other Habitat affiliates and similar organizations.

Habitat for Humanity of Pinellas County (top performing in the State of Florida)

- Almost 1 million population
- County covers St. Petersburg, Pinellas Park, Seminole, Unincorporated Pinellas County, Clearwater, Safety Harbor and Tarpon Springs
- \$16.4 million annual budget
- Almost **\$645,000** raised through affiliate events
- 24 Corporate Partnerships
- FY 2017 Total NRRR was **79** (55 new and the balance RRR)
- **Board/Staff Levels**
 - 39 Executive Board
 - 18 Advisory Board
 - 49 Admin
 - 14 ReStore
 - 20 Volunteer Staff (18 “Weekday Warriors” and 2 “Volunteer Site Supervisors”)
- Formal Bid Room
 - **Request for Proposals (RFP) for each discipline:** Drywall, Electrical, HVAC, Insulation, Pest Control, Plumbing, Resnet, Roofing Materials, Sheathing Installation, Soffit Material, and Windows & Doors, Countertops, Flooring, Framing, Masonry, Site Prep, Stucco, and Tree Service
 - Enter into Annual Contracts
- **Specialty Build Programs** (beyond Women, Men, and Pride Programs)
 - “The House that Built Beer” – Partnership events with Breweries to raise funds
 - “Playhouse” – Partnership events to raise money by building children’s playhouses as a form of corporate team building
- Recently announced merger with Pasco County Habitat Affiliate in March 2019

Habitat for Humanity of Greater San Francisco Area

- One of the most housing cost burdened areas in the Country
- Recognizing the need to maximize scarce land by building more densely, Habitat Greater SF added multi-family to their repertoire
- 7555 Mission was built, a 36-unit condo development in Daly City, CA (just south of San Francisco) **considered one of the largest and most innovative built by Habitat**



- Construction began in June 2010 with volunteers starting in February 2011 through March 2013
 - 11,000 volunteers / 155,000 hours covering activities like framing, installing solar panels, and interior finishing
- The .69-acre site was acquired by the City for \$ 3 million and then donated to Habitat
- The City had to increase the allowable density of the site (to 52/units per acre)
- Three-story homes built over podium parking serving 137 people
- Used **green building techniques**
 - Solar panels
 - Tankless water heaters
 - Energy-efficient building products
 - Drought tolerant plantings
- Less than ¼ mile from BART station
- Median home price in 2013 (year project was finished) was **\$510,000**
- Homebuyers were able to acquire units for **\$225,000**
- Habitat financed \$12.9 million (on top of the \$3 million land donation)
 - \$2 million – New Markets Tax Credits
 - \$2 million – HOME & Redevelopment Funds
 - \$1.7 million – State’s Prop IC BOND for Affordable Housing
 - \$990k – CALHOME Program
 - \$540k – Federal Home Loan Bank of San Fran

Asheville, NC Habitat Affiliate

- Asheville ReStore opened in 1990, one of the first in the nation to partially fund its housing projects through retail operations
- In 2015, Habitat for Humanity International ranked the Asheville ReStore **second in gross sales** among the parent nonprofit's nearly 800 such retail shops



- Asheville's ReStore is considered **ground zero for best practices** and understands the value of constantly finding ways to draw people in and be of service
- **Valued reputation in the community** for the end mission of getting people housed in homes considered a major draw for buyers, volunteers, and hotels and businesses to donate
- 27,000sf of retail space and 21,000sf of inventory storage
- Prime location and signage serve as good opportunity for marketing
- Team of 25 Staff-Full and Part-Time (Paid)
- In 2018, the ReStore saw 351 volunteers, with **27,320 hours** donated
- **Creative Initiatives**
 - "ReUse Contest" – contest where participants make creative upcycling projects (32 entries in 2018)
 - Weekly silent auction bringing in up to \$2,000/week
- Second ReStore opening in Summer 2019

Home Repair and Preservation Programs

The LPT has researched and evaluated various home repair and preservation programs from other Habitat affiliates around the United States. These programs vary from general repair to specific demographic targets all based on need. A sampling of these programs that are suited to the population served by Habitat are as follows:

Critical Home Repair – Administered by Habitat for Humanity of Lincoln County (Oregon)

- Target population – Low income home owners who are veterans, disabled, and/or seniors living in a targeted zip code
- Criteria to qualify
 - Own home
 - Primary residence
 - Insured
 - Mortgage current
 - Taxes current
 - Meet income limits
- Types of repair – minor repairs not typically cosmetic in nature, but includes envelope sealing and targets HVAC, electric, and plumbing repairs.

Disaster Recovery – Administered by Habitat for Humanity of Lee and Hendry Counties

- Target population – Low income home owners who are in need of repairs as a result of a major natural disaster
- Criteria to qualify
 - Own home
 - Primary residence
 - Meet income limits
- Types of repair – roof, siding, drywall, painting, windows, and doors.

Repair Corp Program – Administered by Habitat for Humanity (Sponsored by Home Depot)

- Target population – Honorably or generally discharged veteran, critical needs take precedence

- Criteria to qualify
 - Honorably or generally discharged veteran
 - Primary residence
 - Must have need
 - Willingness to partner
 - Ability to repay
- Types of repair – critical repairs to alleviate health, life, safety, or code violations, including change to or repairs of materials or components; a reconfiguration of space; a modification for accessibility

Home Preservation Program – Administered by Habitat for Humanity (Sponsored by Valspar)

- Target population – neighborhoods that need to be revitalized/preserve affordable housing inventory
- Criteria to qualify
 - Willingness to partner
 - Meet income limits
 - Willingness to help
 - Ability to repay
- Types of repair – exterior repairs including painting, landscaping, weatherization, and minor repair services.

A Brush with Kindness Program – Administered by Habitat for Humanity of Hartford, CT

- Target population – low income elderly, veterans, and those with limited mobility
- Criteria to qualify
 - Willingness to partner
 - Meet income limits
 - Willingness to help
 - Ability to repay
- Types of repair – painting, landscaping, weatherization and other critical repair services.

Rebuilding Together is a national non-profit with an affiliate in Broward County. It is focused on the low-income elderly, disabled and veteran homeowners who live in single-family homes. The method of assistance focuses on addressing issues related to the home including, but not limited to safety, comfort, health, energy efficiency and independence. RT's primary objective is to restore safe and healthy living conditions through home repairs which have an immediate and long-lasting impact. Repair examples include:

- Install grab bars, handrails and ramps
- Fix leaks and sources of moisture, including seal gaps, cracks and holes
- Replace carpet with durable easy-to-clean flooring
- Install smoke and Co2 detectors and improve exterior lighting
- Repair kitchen and bathroom issues
- Paint and landscaping to improve communities and reduce blight

Alternative Construction Methods

Prefabrication

Affordable housing is in short supply. Cities are struggling to meet their housing need targets.

- Advantages
 - Cost/Time Savings
 - Based on a focus group paper by WSP.com, *Modular Construction for Multifamily Affordable Housing*, Manufacturers report cost savings of 20% and time savings of 40-50%. Saving include: materials cost, on-site labor, and abated interest.
 - Safety- According to Construction World.org, one of the main benefits of prefabrication is safety
 - Factory processes in place protect workers from on the job injury and shift the risk from job site to manufacturing of materials.
 - Construction materials are fabricated in a controlled environment and therefore not affected by problems associated with moisture or environmental hazards.
 - Other
 - Waste reduction of materials
 - Construction safety and predictability- Assembly quality control
 - Reduced strain on site neighborhood

- Limitations and Risks
 - Economic Risks: Upfront Costs to create the relationship with a manufacturer can cause pressure points in the beginning phase.
 - Technical limitations
 - Technical limitations can include specific wind load requirements for FL code
 - Codes and Permitting
 - Compliance with Department of Buildings permits and building codes could pose a risk with changes from traditional methods.

Precast Insulated Concrete

This system allows the use of factory made precast insulated concrete walls. There are several manufacturers that offer this type of product.

- Advantages
 - Cost/Time Savings
 - Predictable cost of factory-built units
 - Exterior walls can be installed within days of placing the concrete slab. Installation typically takes one day for an average size home. Balance of home is built using traditional methods.
 - Designed to easily be transported truck.
 - Design flexibility similar to that of traditional masonry construction
 - Wall panels come pre-insulated and with the studs installed
 - Safety/Quality
 - Factory produced walls are built to exact specifications
 - Steel reinforced concrete walls with 5,000 psi concrete
 - Other
 - Reduction in site management & volunteer supervision
 - Waste reduction of materials
 - Construction safety and predictability- Assembly quality control
- Limitations and Risks
 - Technical limitations
 - Curves will need to be constructed on-site from in place materials
 - Codes and Permitting
 - Meets Florida Building Code high velocity wind zones

Insulated Concrete Forms

This system is similar to the precast insulated wall panels, except the walls are cast on-site and the forms which double as insulation panels in this case stay in place.

- Advantages
 - Cost/Time Savings
 - Predictable cost of factory-built forms & concrete quantities
 - Forms are lightweight and can be set by hand
 - Concrete pour is continuous and complete in one day
 - No stripping of forms
 - Balance of home is built using traditional methods.
 - Designed to easily be transported truck.
 - Design flexibility similar to that of traditional masonry construction
 - Safety/Quality
 - Factory produced walls are able to be modified in the field
 - Reinforced concrete walls rated up to 200 mph
 - Up to 4-hour fire rating
 - Other
 - Reduced energy consumption costs
 - Reduce air infiltration through assembly
 - Higher STC (sound transmission) rating
 - Waste reduction of materials
- Limitations and Risks
 - Technical limitations
 - Curves will need to be constructed on-site from in place materials
 - Codes and Permitting
 - Meets Florida Building Code high velocity wind zones

Shipping Container Homes

There has been a rise in the alternative dwellings industry. Shipping container homes are becoming more popular and popping up in many major markets across the U.S. and internationally including South Florida. Homeowners and builders in hurricane and tornado prone areas now have an alternative to traditional brick structures via homes fabricated from shipping containers.

Similar to modular homes, shipping container homes exterior shells are complete upon arrival and can either be finished in a factory and assembled on-site,

depending on number of units or finished on-site similar to a typical CMU or stick built home.

Shipping containers could provide buyers with the option to customize their homes from a size standpoint. Smaller families and likely more financially strapped families, or both, would be able to purchase just what they need in terms of size making affordability even more achievable due to this flexibility as opposed to buying a one-size fits all floor plan where they may be paying for square footage that is not needed. The shipping container can be constructed and prepped for expansion to accommodate future growth, if needed. The expansion process is also simpler and faster as a result.

- Advantages
 - Cost/Time Savings
 - Predictable cost of factory-built units
 - Material is readily available with millions of unused storage containers.
 - Homes can be completed in several months if built in a factory.
 - Designed to easily be transported by ship, rail, or truck.
 - Safety- According to Construction World.org, one of the main benefits of prefabrication is safety
 - Factory processes in place protect workers from on the job injury and shift the risk from job site to manufacturing of materials.
 - Construction materials are fabricated in a controlled environment and therefore not affected by problems associated with moisture or environmental hazards.
 - Other
 - Reduction in site management & volunteer supervision
 - Waste reduction of materials
 - Construction safety and predictability- Assembly quality control
 - Environmental, the container is recycled and reused
- Limitations and Risks
 - Technical limitations
 - Technical limitations can include specific wind load requirements for FL code
 - Requires secondary roof to support loads
 - Window/door opening need to be reinforced
 - Stacking of units requires welding

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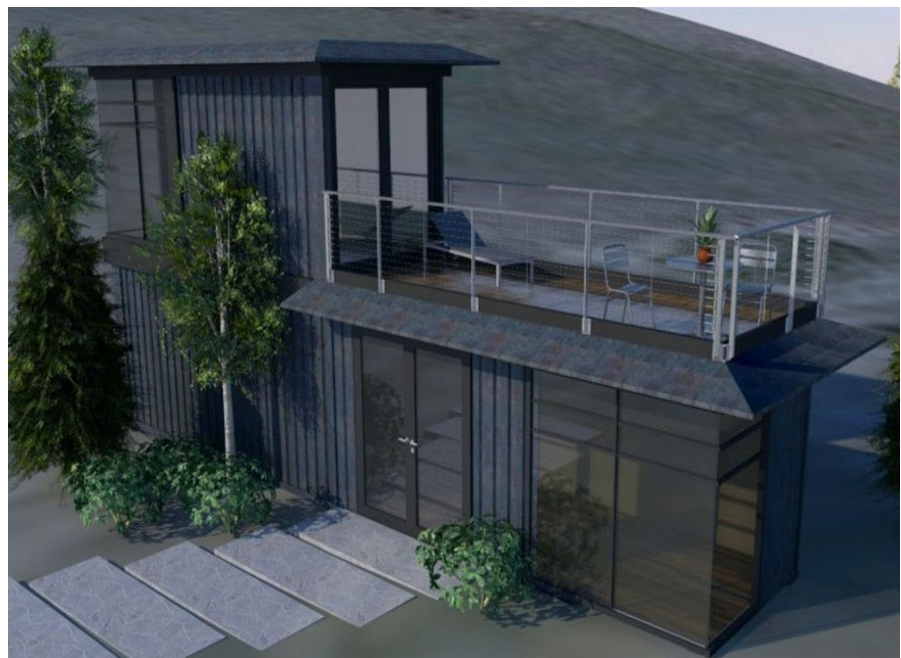
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- Codes and Permitting
 - Requires significant insulation
 - Compliance with Department of Buildings permits and building codes could pose a risk with changes from traditional methods.
- Other
 - Unknown previous use/storage inside of container
 - Space and shape are limited
 - Design may be controversial to end user and surrounding neighborhood



Alternative Living Spaces
(pic left) - Starting at \$29,900

MODS International (pic below) – Starting at \$36,000



Supply Chain/ Contracting

Multifamily Exchange is a 2.5-day event which brings together buyers with suppliers. Over the course of two days buyers set up appointments with VPs and national sales managers from building supply groups and will meet with up to 75 companies total at event functions such as meals and cocktail receptions.

Multifamily Exchange offers apartment owners, managers builders, developers and architects with direct access to senior-level executives from many of the top suppliers and service providers in the industry.

- Obtain first-hand manufacturer information on pricing, rebates and new products that you can't get from your sub-contractors, distributors or anywhere else.
- Strengthen relationships with national sales executives for manufacturers like Kohler, Pella, Mohawk, Kichler and countless others.
- The unique appointment format of the Exchange allows suppliers to focus on addressing your individual needs and customizing a proposal and pricing to fit your unique requirements.
- Opportunity to network with your peers to compare notes and share strategies.

Cost: Once application is approved; buyers do not pay for the event. The suppliers are expensed for the appointments, venue charges and hotel stay.

Round Robin Presentations

Round Robin presentations are intimate roundtable discussions between vendors and the prospective client (Habitat) and can be coordinated locally by establishing relationships directly with the manufacturers of various construction materials including tile, plumbing fixtures such as kitchen faucets and bathroom accessories, paint, pavers, appliances, lighting fixtures, cabinetry and more. The creation of this type of competitive environment can be beneficial because the groups invited understand that they are part of a small group of companies with the opportunity to win business and as a result, are much more determined and aggressive in their pricing in the hopes of securing a contract.

This suggestion comes via anecdotal evidence and standard practices implemented in the multifamily development industry.

Recommended Strategies

Based on research, analysis, and with input from industry leaders and applicable experience from the leadership project team, **9** proposed strategies are recommended to explore further by the Habitat Broward Leadership team. These proposed strategies, in no priority order, are based on the following three categories:

1. **Organization Capacity** – staff and other organizational resource needs
2. **Operational Efficiencies** – process and practices
3. **Financial & Other** – financial opportunities and strategic positioning of the agency

Table 2 – List of Recommended Strategies

No.	Recommended Strategy	Type
1	Add Full-Time Staff in Specific Areas of Need	Organization Capacity
2	Institute Preferred List of Areas to Invest In	Operational Efficiency
3	Implement Criteria-Based Ranking for Site Selection	Operational Efficiency
4	Outsource Value-Add Services	Operational Efficiency
5	Implement Competitive Methods of Soliciting Services	Operational Efficiency
6	Explore Using Alternative Construction Methods	Operational Efficiency
7	Conduct a Space Needs Plan	Funding/Other Strategy
8	Consider Adding Rehab & Repair to Repertoire	Funding/Other Strategy
9	Strategically Position Agency for Upcoming Opportunities	Funding/Other Strategy

Recommended Strategies

ORGANIZATIONAL CAPACITY

Strategy No. 1 – Add staff in specific areas of need

To meet Habitat Broward's goal of doubling production in the short-term, maintaining that production level, and to continue to serve families through sustainable construction and housing support services, it is recommended that Habitat Broward take measures now to increase staff resources in a thoughtful and measured way.

According to Habitat's four-year build plan (November 19, 2019), the number of units completed more than doubled from 2018 (5 units) to 2019 (18 units projected) and is set to more than double again in 2019 (18 units projected) to 2020 (49 Units projected). See table 3 below.

Table 3 – Habitat Broward's Four-Year Build Plan

Job	Start Date	End Date	Units
Roosevelt	5/1/2018	12/30/2018	5
Total Units (2018)			5
Rick Case II	10/1/2018	6/29/2019	12
Miramar	1/1/2019	12/31/2019	6
Total Units (2019)			18
Rick Case III	3/1/2019	3/1/2020	15
N. Lauderdale	4/1/2019	6/1/2020	8
Rick Case IV	7/1/2019	7/1/2020	14
Rick Case V	1/1/2020	12/31/2020	12
Total Units (2020)			49
CRA PB	6/1/2020	6/1/2021	8
Rick Case VI	8/1/2020	8/1/2021	12
Middle River 1	10/1/2020	12/30/2021	12
Total Units (2021)			32
Rick Case VII	1/21/2021	3/1/2022	12
Middle River 2	4/21/2021	7/1/2022	12
Total Units (2022)			24

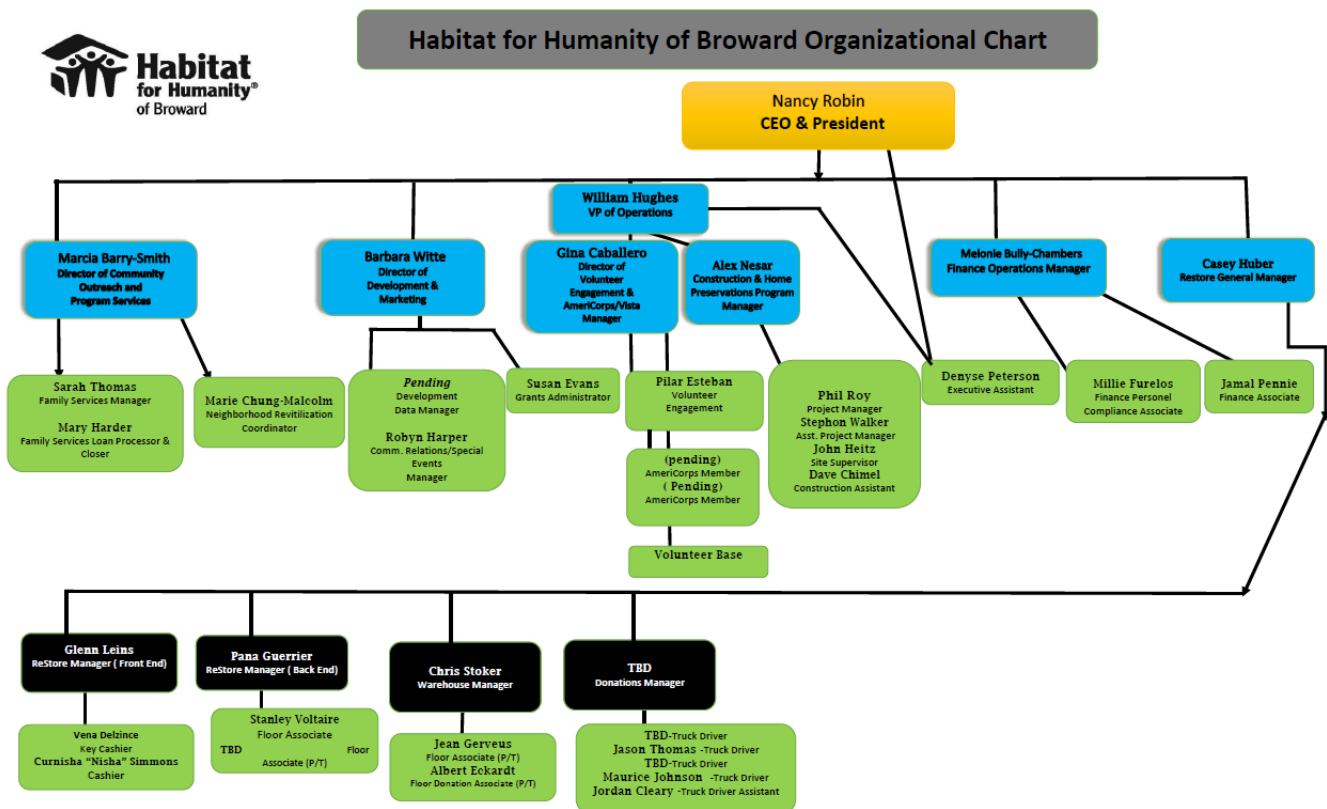
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"Doubling Production, Doubling Efficiency"

This exponential growth is being driven by several sizeable donations to Habitat that will result in near-term production of units. The current organizational chart dated April 1, 2019 shown in chart 1 below has adequate personnel to manage the end date 2019 work load. However, much of the 2020 work load starts in 2019 and if these projects are still on schedule, staff will be stretched to adequately manage and supervise the work.

As Habitat Broward plans for and positions itself to deliver projects in future years, land acquisition, project development, and capital campaigning are resource areas to consider investing in now.

Chart 1 – Existing Organization Chart



To prepare for the 2019/2020 work load and to be able to focus on future growth, we recommend the following resources be added:

PROGRAM SERVICES DEPARTMENT

1. **Assistant** - Assist with loan processing and closings due to the increased volume of closings and loans associated with production increases.

DEVELOPMENT & MARKETING DEPARTMENT

2. In an effort to better position Habitat Broward to plan for delivering future projects, a **Land Acquisition/Project Development Assistant** is recommended. This position would be responsible for researching opportunities to pursue and coming up with viable proposals for new developments (site specific). This includes, but is not limited to reviewing municipal, County, School Board and special district requests for proposals for site developments and providing recommendations to Habitat Broward administration on proposals to consider pursuing based on established criteria.

CONSTRUCTION & HOME PRESERVATION DEPARTMENT

There is currently one construction team consisting of the following positions:

3. Project Manager
4. Assistant Project Manager
5. Site Supervisor
6. Construction Assistant

This team can manage and supervise the current work load as indicated above. However, steps should be taken soon to **add another team** consisting of the same positions to manage the upcoming work. Additionally, we recommend that **two rotating interns**** be brought on during the year to assist the teams with unit delivery.

Note: It is recommended that new employees be mixed with existing employees on teams in order to maintain operational consistency and excellence.

****Team with local schools for internship, apprenticeship and project-related opportunities. Potential partnerships include internship opportunities for students and class project related work at **Florida Atlantic University (FAU)** and at Moss School of Construction, Infrastructure and Sustainability at **Florida International University**.**

FAU's Urban & Regional Planning (URP) 4945/6945 Planning Internship requires students to complete at least 160 hours in a local planning agency or land development type firm. Faculty at FIU are always looking for projects they can use during a semester to assign students to prepare Cost estimates, Project schedules, Project safety plans, Project quality control plans, Logistics and Documentation (contact information available in the appendix for both programs).

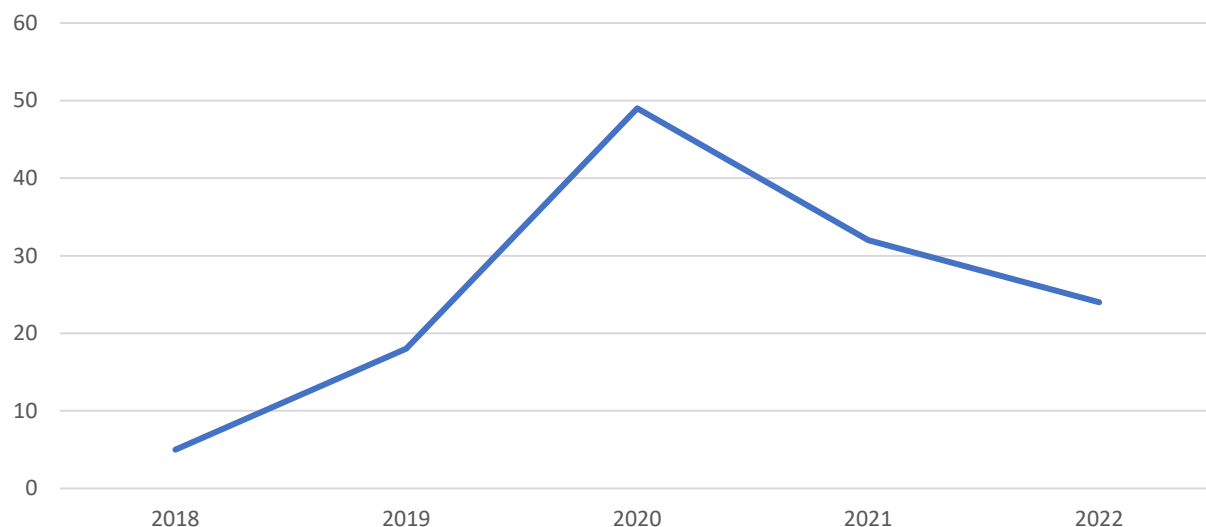
RESTORE OPERATIONS

7. One of the recommendations in this report includes the resale of bulk items through Habitat’s retail arm, Restore. **A Bulk Purchasing Manager** is recommended to manage this new program. This position will also be able to manage and negotiate material purchases for the construction of affordable housing.

Looking into the Future

The number of units coming online peaks in the year 2020 at 49 units and returns to a more normalized level in year 2022 of 24 units per the four-year build plan provided by Habitat. The additional staff described above will be able to manage and supervise this work the peak work load but will be severely underutilized if levels are not sustained. See chart below for graphic representation of reduction of units completed after year 2020.

Chart 2 – Annual Units Projected to Complete by Habitat Broward



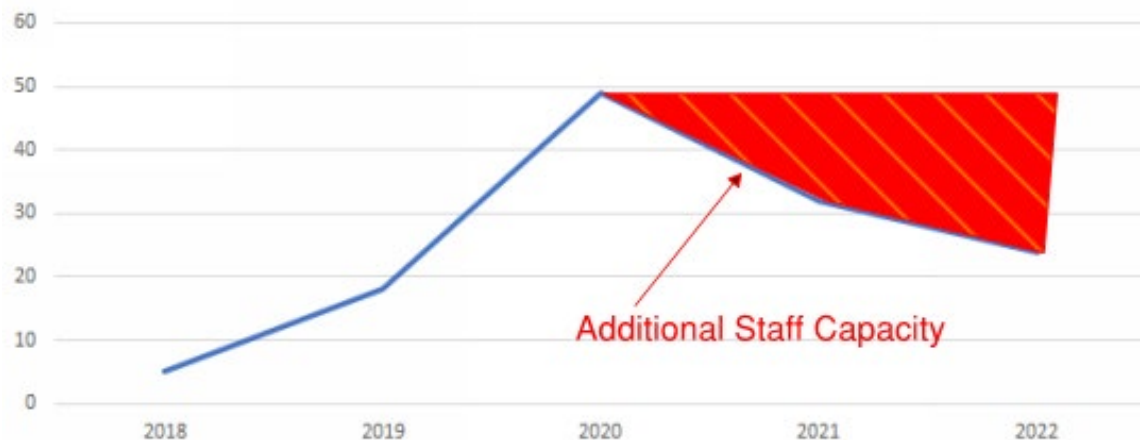
This underutilization of staff as show below (chart 4) can be managed in several ways, including:

1. Maintain staff at current levels and delay the start of permitting and construction until staff is available. This approach does not meet Habitat’s goal of growth and serving the community and would significantly flatten the housing production curve.
2. Bring additional staff in place as described earlier to manage the peak work load and then reduce staff back to normalized levels once peak work

is complete. This approach would temporarily meet Habitat's goals but would resort in employee turnover, layoffs, and employee dissatisfaction.

3. Fill this additional staff capacity (chart 3 below) with other types of work including various repair and preservation programs. This is the approach that is recommended by the team and is further explained below.

Chart 3 – Projected Staff Capacity Based on Annual Units Built



Based on Habitat's desire to double inventory and sustain growth into the future, the LPT recommends that these programs or similar be enacted in the coming months to coincide with the volume of work reduction that will be forthcoming near the end of year 2020 in order to fill the excess staffing capacity.

Recommended Strategies

OPERATIONAL EFFICIENCY

Strategy No. 2 – Institute Preferred List for Areas to Invest In

A review of the pertinent maps resulted in the identification of four jurisdictions that have favorable indicators suitable for Habitat's impact goals.

The identified areas are located within the boundaries of an existing CRA and within a census tract that qualifies as an Opportunity Zone. These areas include portions **1) City of Oakland Park; 2) City of Fort Lauderdale; 3) City of Hallandale Beach; 4) City of Pompano Beach.**

Further evaluation of “hot zones” to determine if the City or CRA owns any properties in the identified areas is warranted since these land owners are natural partners for Habitat.

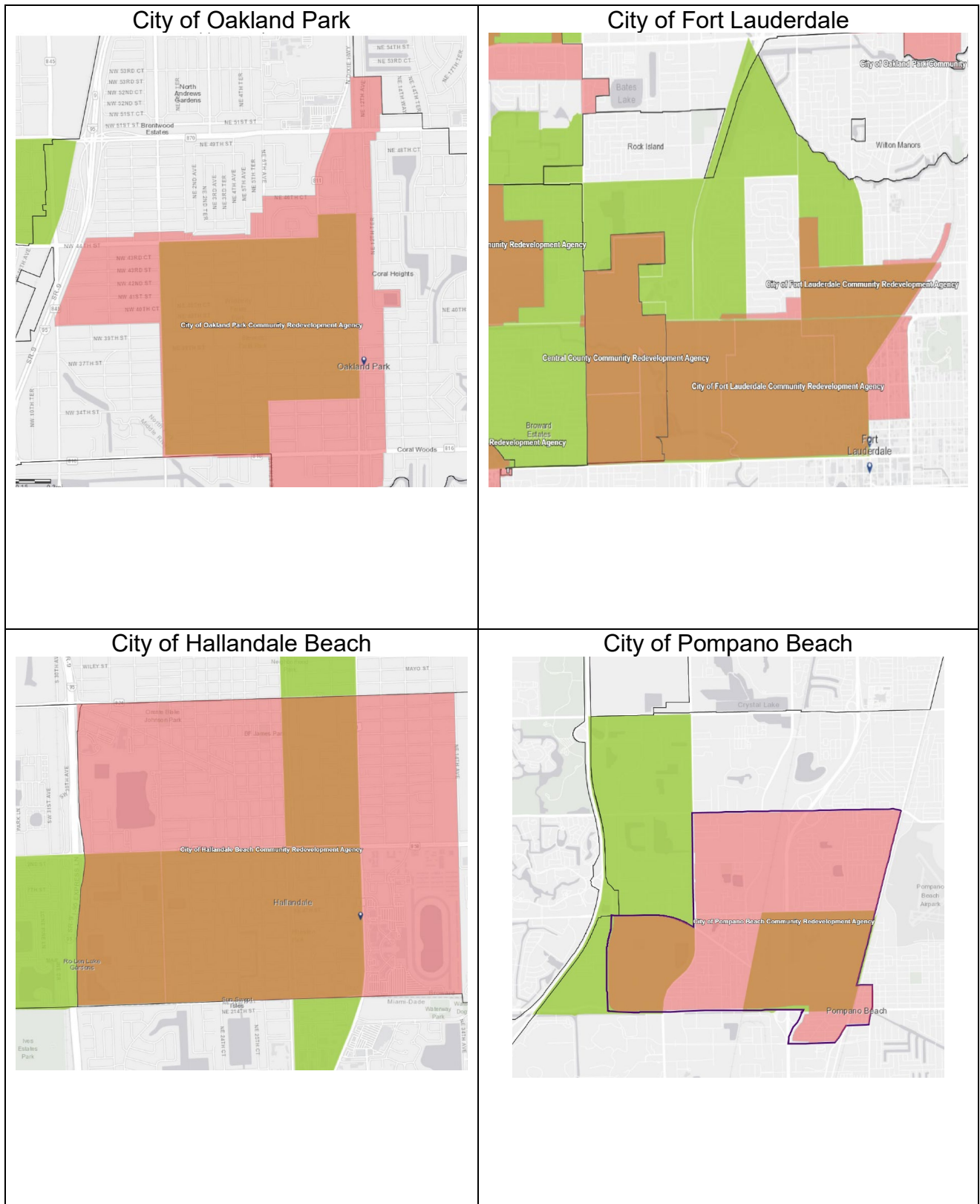
By way of example, an evaluation of the properties owned by the City of Pompano Beach and the Pompano Beach CRA show that there is a concentration of City and CRA owned sites, as well as vacant sites within the concentrated area, that would be great targets for a land donation request or a proposal for a joint project.

Formalizing and deepening relationships with municipalities and public partners like the Pompano Beach CRA can prove to yield impactful results.

Additionally, these municipalities have existing regulations in their respective land development codes and code of ordinances that incentivize affordable and/or workforce housing by providing expedited permit review, exemptions for payment of utility related impact fees, flexibility units and incentives for additional density.

See Maps, legislation and table summarizing various regulatory tools intended to assist in the provision of affordable housing in the attached *Appendix*.

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Detailed maps showing "hot zones" are included in Appendix

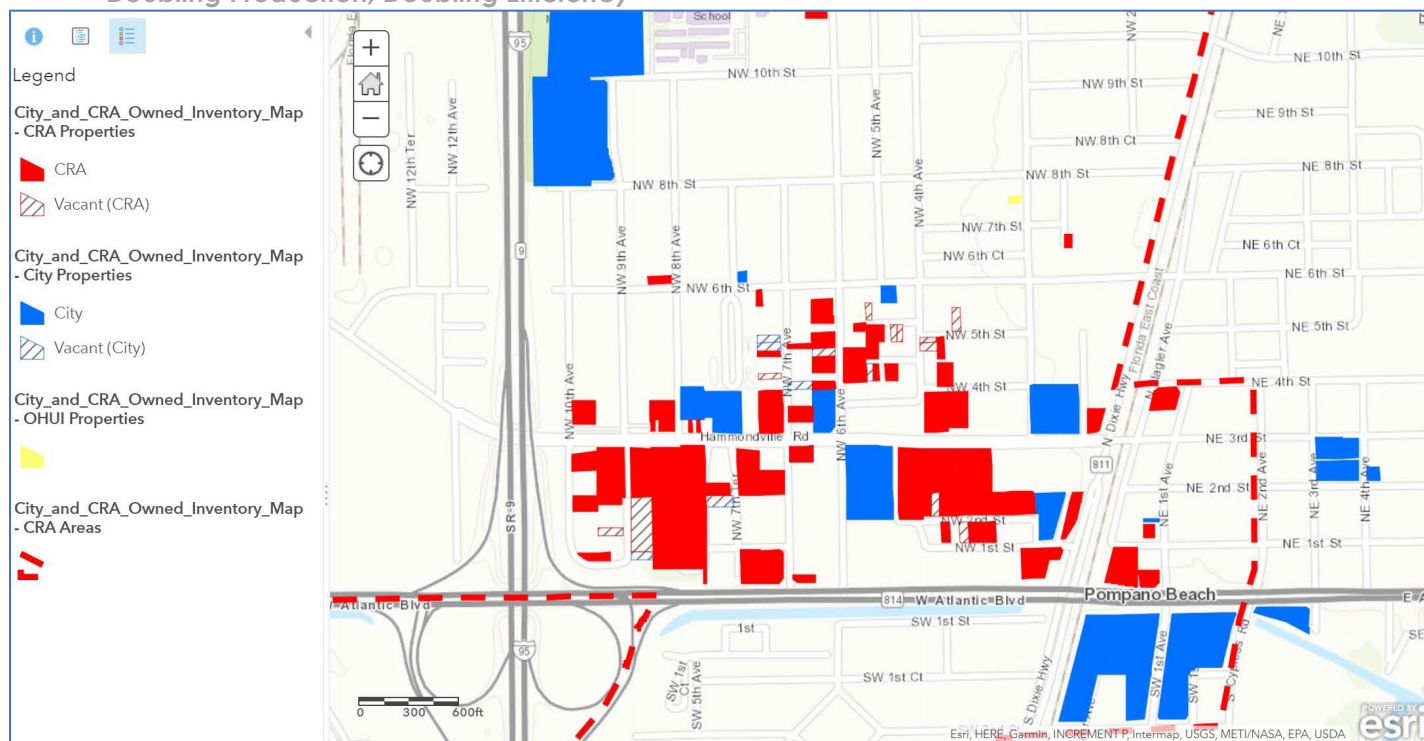


Figure 3. Vacant City/CRA Owned Site Within OZ & Pompano Beach CRA

Strategy No. 3 – Implement Criteria-Based Ranking for Site Selection

Building on the previous strategy to institute a preferred list of areas to invest in, it is recommended that a criteria-based ranking matrix be developed to provide a systematic way to approach site selection. Below is an example of a point-based matrix that gives weight to each criteria measure, with financial (land value, “incentivized” areas, etc.) carrying the largest weight. If a preferred investment area list is established, then the matrix can be amended to only include qualitative criteria.

Table 4 - Example of a Criteria-Based Ranking Matrix

Criteria	Points	Site 1	Site 2	Site 3
Land Value	15			
Land Located within an Opportunity Zone	10			
Land Located within a CRA area	10			
Financial Subsidy Available	10			
Local Incentives Easily Obtained	10			
Streamlined Permit Process	7			
Reduced or Waived Permit/Impact Fees	5			
Within a Five-Minute Walk of				

Grade Schools (K-12)	5			
College/Vocational Facilities	5			
Regional Transit Stop	5			
Park/Open Space	5			
Gym/Fitness Center/Community Facility	5			
Grocery Store	5			
Local Volunteer Participation Programs	1			
Past Experience (Positive) Working with City	1			
Other	1			
TOTAL	100			

Strategy No. 4 – Outsource Value-Add Services

Habitat Broward also indicated that permitting is an area of need based on existing work load and the continued struggle to navigate through the various City and County permitting processes. It is strongly recommended that a **permit runner** be utilized for each project on an as needed basis. This is recommended to be outsourced based on the workload levels each year. It is a low-cost value add that frees up full-time staff to focus on other functions of their job. These service providers are familiar with municipal processes and can provide tasks as simple as submitting the paperwork to as complex as following it through to final approval. This can all be done for an hourly fee.

Strategy No. 5 – Implement Competitive Methods of Soliciting Services

To ensure competitive pricing and to streamline the process for soliciting and contracting for services, the LPT recommends the following:

1. **Participate in the Value Exchange Program** – Through participation in the 2+ day seminar on a recurring basis, it will provide Habitat Broward purchasing staff with up-to-date knowledge of available products and services and expand the network of not only product and service providers, but also potential purchasers that can be a partner for future purchases.
2. **Participate in Round Robin Presentations** – Round Robin presentations can provide a direct connection with local vendors in a more intimate setting and the agenda can be set by Habitat Broward based on needs at the time.

3. **Consider soliciting annual material and service contracts** – Similar to the Pinellas County Habitat model for procuring material based annual contracts or service-based contracts, this method will seek out specific disciplines to provide services and material to Habitat after following specifications and competing with others in the industry. This can be for flooring, plumbing, roofing, electrical, etc. and it can also provide an opportunity to add options for more quantity than is needed to re-sell at the ReStore as a revenue generating option.

Strategy No. 6 – Explore Using Alt. Construction Methods

Alternative construction methods have advanced over the years giving less expensive and more efficient means to deliver housing. From prefabrication, precast insulated concrete, and insulated concrete forms to shipping containers, these options should be evaluated further comparing costs and benefits of each method. Following this analysis, with the goal of building in less time for less money, Habitat Broward should explore working with local municipalities through demonstration projects to test out these alternative construction methods. By working with municipal partners through demonstration projects, it can path the way to creating policy surrounding these types of methods and techniques while building lasting partnerships to advance projects in the future.

Recommended Strategies

FINANCIAL & OTHER

Strategy No. 7 – Conduct a Space Needs Analysis

Based on feedback from Habitat Broward leadership, the office administration building, at 2,300 sf, currently struggles to house existing staff, office volunteers, and all employees and functions outside of construction and ReStore. This limits the ability for growth, which is needed to handle the projected workload in coming years. Currently donated for \$0/year, Habitat Broward does not own this building and the lease expires on 2/28/20.

The ReStore is also limited for available space that could be utilized and staff has already started looking at creative ways to use second floor space and outside parking area to accommodate storage needs. This building and parcel are owned by Habitat Broward.

In addition, a storage unit, approximately 2,000sf is leased in Oakland Park for construction materials at around \$19K/year.

With the projected growth of development projects already on the books, and with the desire to double inventory coupled with challenged space needs, it would be advantageous for Habitat Broward to conduct a space needs analysis and come up with a plan to consolidate, expand, and/or consider investing in a major capital improvement on property currently owned by Habitat Broward or that could be invested in the future.

Strategy No. 8 – Consider Adding Rehab & Repair Programs

Across the Country, Habitat Affiliates have added recycle, rehab, and repair to their repertoire to serve more with less money and in less time. At 76% of the overall unit output for FY 2017 of Habitat Affiliates in the U.S. (>750,000 population), it is catching on fast and should be considered by Habitat Broward given the land cost challenges here in Broward County. Programs can be established with specific criteria following other precedents around the Country such as veteran and elderly based programs.

Strategy No. 9 – Strategically Position Agency for Upcoming Opportunities

While Broward County, like many hot markets across the U.S., is faced with the challenge of providing affordable housing in a market with high land and construction costs, many steps have taken place over the past two years that shines a light on the issue and action is being taken. Now is the time to strategically position Habitat Broward by getting involved with, and preparing for, important initiatives to be ready for as they come to fruition. **Three specific plans/initiatives** are highlighted below that Habitat Broward should actively become involved with. They could result in financial leveraging of funds, think tank opportunities for relevant topics, capacity building, and could help influence the agency direction, and elevate Habitat Broward in the affordable housing space.

Broward County’s Housing Broward: An Inclusive Plan 2018-2028

As outlined in the Plan, and codified by the Broward County Commission with passage of specific policy priorities, the following are areas to pay attention to and have a seat at the table:

1. The creation of an independent, public/private housing partnership intermediary
2. Recent passage of a new Broward County Housing Trust Fund with specific call outs for eligible funding activities relevant to Habitat Broward including 1) capacity building for non-profits, 2) assistance with pre-development and land acquisition needs, 3) down payment assistance for first time homebuyers, and 4) rehabilitation of existing housing stock.
3. Advocacy and proposed legislative amendments to retain 90% of local Sadowski Funds generated by County (would yield over \$30 million new monies annually for Broward County)
4. Recommended task force to come up with modern construction techniques, including modular housing, and use of pre-cast concrete and other new technologies as well as exterior finishes and methods

Future of Community Redevelopment Agency Funding

For FY 2018, Broward County committed an initial \$5 million towards the Housing Trust Fund with plans to recapture half the proceeds of tax increment financing when CRAs expire (two are set to expire in 2020). This represents a major

advancement in dedicated funding for housing in Broward. It can be leveraged with other State and Federal Programs.

Broward County's New Transportation Surtax Program

A dedicated one-cent sales tax was approved by voters in Broward County during the November 2018 election with funding being collected starting this past January and spending is set to begin this year. As the County plans to spend the roughly \$30+ million of funds collected each year on County-wide transportation, mobility, and traffic improvements, there is recognition by County officials and industry leaders on the important relationship that land use and transportation has together particularly as it relates to affordable housing. Habitat Broward should be educating itself on the corridors planned for improvements as it makes decisions on future investments.

Next Steps

The LPT recognizes that many of the proposed strategies may require a deliberate change of agency operations requiring direction or policy guidance from the Board of Directors and is not solely under the purview of the administration or even budgetarily possible at this time. However, steps can be taken in the near-term that are low-cost and that could serve as the foundation for agency direction and future decision making. Steps include:

1. **Hire a temporary intern** for the purposes of researching and compiling critical information, to include:
 - Development of a user-friendly, County-wide publicly-owned land database
 - This was called out for as a need in the Broward Housing Plan and could give Habitat Broward a leg up on opportunities and potential partnerships to explore
 - Create an exhaustive list of all funding options available
 - The list should include funding levels, funding requirements, and the probability of Habitat Broward receiving funds
 - Perform cost/benefits comparison matrix of alternative construction methods
 - Interview Habitat affiliates that provide rehab and repair programs and develop a white paper for staffing requirements, scaling, process for integration, timing, etc.
2. **Develop budget estimates** for proposed staffing to meeting upcoming 2019/2020 workload.
3. **Hire a permit runner (third-party)** to test out the effectiveness of being a value-add service to the organization to an already identified issue of permitting process delays and drain on staff resource to navigate through the process.

Team Bios



Jeanne Barger

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Jeanne joined Atlantic | Pacific Companies in 2007 as a Financial Analyst. Jeanne was promoted to the role of Manager of Business and Financial Analysis in 2011, overseeing all financial analysis for the Atlantic | Pacific business lines as well as providing daily support to the management, development, acquisition, and advisory services. In 2015, Jeanne was promoted to Vice President. In addition to overseeing financial analysis for the business lines, Jeanne manages day to day operations of active market rate developments and relationship management of equity partners. Jeanne earned her Bachelor's Degree in Economics from Barry University in Miami, Florida.



Andres Lozano

Development Manager
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Andres Lozano is a Development Manager with ZOM Living, Inc. In his role, Andres is responsible for organizing, managing and implementing the development process including arranging for and conducting market studies and financial analyses to confirm and justify the feasibility of ground up institutional grade multifamily projects. He prepares proforma operating statements, construction budgets and other financial documentation. He contracts, coordinates and supervises the services of general contractor, engineers, architects, surveyors, land planners and other professionals as necessary for the analyses, design, engineering, and construction of such projects.

Mr. Lozano served as Development Associate for Ram Realty Services focusing on site acquisition, financial underwriting, and project management for ground up development of multifamily apartments. Prior to joining the multifamily development team at Ram Realty Services, Mr. Lozano

focused on acquisitions performing financial underwriting and due diligence for the purchase of existing retail and multifamily properties across the southeastern United States.

Before joining Ram Realty Services, Mr. Lozano worked for CBRE in their Miami, FL office. In 2012, Mr. Lozano received the CBRE Miami employee of the year award and subsequently finished as a Financial Analyst with the National Retail Investment Group Institutional Sales team.



Matthew Marks

Senior Project Manager
Moss & Associates
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Matthew Marks, a Senior Project Manager for Moss & Associates, brings nearly twenty years of experience in constructing various product types across South Florida. This experience includes mixed use, high rise multi-family, Transit Orientated Development (TOD), higher education, aviation, emergency operations centers, and K-12 educational facilities.

Matthew's diverse back ground allows him to possess a unique perspective on both the "big picture" of large scale construction undertakings and the detailed intricacies associated with communication and coordinating literally hundreds of designers, vendors, and tradesmen to work in unison to accomplish amazing results for his clients.

Matthew's recent experience includes leading teams that added approximately 1,600,000 square feet of building space within Palm Beach County with a value exceeding \$165,000,000.

Matthew earned a Bachelor of Business Administration degree from Florida Atlantic University, is a Certified General Contractor, and a LEED Accredited Professional. Matthew grew up in South Florida, is an active member of the community, and volunteer leader with the Boy Scouts of America.



Estrellita Sibila

Partner
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An award-winning, industry-leading land use & development attorney, Estrellita S. Sibila is the co-founder and owner of Sibila Lage, PLLC, a real estate and corporate law firm. Estrellita, meaning "little star" in Spanish, serves as counsel to real estate owners, investors and developers throughout South Florida and is recognized as a go-to expert on law topics related to the exciting, ever-evolving Miami skyline.

Ms. Sibila has represented municipalities, property owners, lenders, investors and developers in complex matters involving land use, zoning, developmental approvals, comprehensive planning and sustainable development. In her role, she counsels development teams from contract negotiations at the acquisition stage, through the property entitlements, negotiations of approvals and utilities, construction, and through the final sale or lease to end users. Her firm provides a full range of real estate services making it a perfect choice for developers who the attention of a boutique firm with big firm expertise.

Throughout her career, she has successfully obtained development approvals and negotiated entitlements and agreements for residential and commercial properties, Class-A office buildings, mixed-use developments, multifamily and affordable housing projects, sustainable development districts, religious facilities, educational institutions and a series of other special uses.

Ms. Sibila is also known in the community as a philanthropist and leader in civic and community engagement. Ms. Sibila is the co-founder of PhilanthroFest – the nation's largest non-profit festival and continues her philanthropic giving through the Sibila Family Foundation which provides grant funding to organizations in support of art, environmental preservation, access to legal services, and organizations that serve foster youth and domestic violence victims.

In her spare time Estrellita enjoys culinary experiences, traveling the globe with her husband Jorge, tending to her orchid garden, and writing lifestyle and travel articles for local and international publications; SibilaLage.com.



Elizabeth Van Zandt

Executive Vice-President
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Mrs. Van Zandt has approximately 15 years of planning, transportation and mobility, economic development, and public art experience in the South Florida region. As the Executive Vice-President of the Fort Lauderdale Downtown Development Authority (DDA), Mrs. Van Zandt is tasked with stakeholder engagement and program management and to fulfill the agency vision of being a vibrant, sustainable, and inclusive world-class downtown.

As the former Mobility Manager for the City of Fort Lauderdale, Mrs. Van Zandt was responsible for the development and implementation of multimodal programs, projects, and policies. She received both her degrees from Florida Atlantic University, including a Master's in Public Administration and a Bachelor's in Urban and Regional Planning.

As the former Planning & Design Manager of the Fort Lauderdale DDA, Mrs. Van Zandt oversaw the implementation of the agency's Capital Improvement Plan (CIP) and public art and beautification projects, managed the agency's budget and grants, and was responsible for the agency's outreach and public relations.

Mrs. Van Zandt currently serves as a Board of Director for Riverwalk Fort Lauderdale and for the Transportation Management Association (TMA) and sits on the Greater Fort Lauderdale Chamber's Transportation and Sustainability Committee.

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Leadership Project: Habitat for Humanity of Broward

"Doubling Production, Doubling Efficiency"

Habitat Asheville

<https://www.ashevillehabitat.org/>

Habitat Broward

www.habitatbroward.org

Habitat Charlottesville

<https://www.cvillehabitat.org/>

Habitat Greater San Francisco

<https://www.habitatgsf.org/>

Habitat for Humanity International

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Habitat Pinellas

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Appendices

Industry Expert Interviews: Affordable Housing



Mario Artecona is the CEO of Habitat for Humanity of Greater Miami, a 45 employee 501 (C) 3 organization dedicated to creating homeownership opportunities for low income families in need.

Mario oversees construction, mortgages, volunteers, development, family selection, as well as the Restore, a retail operation which supports the affiliate. To date, HFHGM has built close to 1000 homes.

INTERVIEW

1) Trends

a. What real estate trends or concepts do you think have the biggest impact on affordable housing today?

I think the concept of the smaller house is catching on for a reason. Additionally, new creative techniques like container homes, pre-built and 3D printing will start catching on more. The cost of materials and construction being what it is, developers need to find quicker solutions.

b. Are there any construction trends that you feel are a "fad?"

Not at the moment. I believe people are making an earnest attempt to provide an affordable product for the low-income community. That said, one of the newest ways that legislators are promoting affordable home ownership is by approving duplexes where the family would live on one side and rent the other side as an income generator. While this appears to be good in concept, people do not realize all the difficulties of being a landlord. Additionally, in order to qualify a buyer, one must make the assumption that the property will rent. Many banks will NOT accept that option and families will not get qualified.

2) Scalability

a. What do you think is the key to growth within your group (in development, real estate, affordable housing)?

The key to growth here is steady as she goes. Do not try to reinvent the wheel. If you do something right, in our case, building single family homes, then stick to that. If you suffer mission drift, you are not a victim but rather a volunteer.

Leadership Project: Habitat for Humanity of Broward

"Doubling Production, Doubling Efficiency"

3) Team- Best organization

a. How is your team directly related to success of your platform? Can you tell me about the structure and what you do differently?

An organization does not work if it does not work as a team. The mentality here at HFHGM is that we are ALL development officers, we are ALL construction employees. HFHGM operates best when the entire staff has bought into the mission and moves forward together.

4) What do you think are the critical pressure points in your organization that create downward pressure on growth? How are you mitigating those pressures? Example- costs, wages, land scarcity

The biggest hindrance to more growth is the high cost of land and lack of availability of it. HFHGM is competing with major developers who have far deeper pockets, so we rely on government sponsored lots and donations. Lack of affordable land is HFHGM's biggest challenge.

Industry Expert Interviews: Affordable Housing



Greg Griffith is Vice President of Development at Atlantic Pacific Communities. Greg oversees several affordable housing projects in Florida and Texas.

INTERVIEW

1) Trends

a. What real estate trends or concepts do you think have the biggest impact on affordable housing today?

Historically affordable housing has been synonymous for developments financed by the federal low-income housing tax credit (LIHTC). These developments allow for a household making below 60% of the area median income (AMI) to live in a community and pay below market rent. However, this definition omits a large swath of the population that is job secure but unable to afford housing near their place of work or in a stable community with quality schools and services. Alternatively, these households may live in a quality neighborhood but are severely rent burdened.

Recently more focus has been given to this demographic with affordable housing expanding to encompass AMI's of up to 120% or 140%, also known as workforce housing. For example, in Miami-Dade County a family of for making \$94,440 a year would fall in the 120% AMI category and a family of four making \$110,180 a year would fall in the 140% AMI category. We have seen this shift in the policy at the federal, state, and local level. The Federal Government has expanded the LIHTC to allow for households making up to 80% AMI to live in a LIHTC financed community, Opportunity Zones have been created to incentivize development in lower income communities where rents otherwise would not support a conventionally financed deal. On the state level, Florida Housing Finance Corporation (FHFC) has created application rounds that are specifically target toward pairing LIHTC and state soft financing for developments that have a significant portion of the units set aside for workforce housing. Lastly, on the local level Miami-Dade County's SURTAX funds have scoring that has changed to also incentivize developers to include a mix of AMI's up to 140% by providing higher scoring for these mixed income proposals and even setting aside some of the funds specifically for workforce housing deals.

Overall this expansion creates new opportunities for developers and is a great thing for both the industry and for the community.

b. Are there any construction trends that you feel are a "fad?"

While not really a fad, rising costs have created a trend towards smaller units but larger amenity spaces. I think this is a good thing as far as creating an active, social community.

Leadership Project: Habitat for Humanity of Broward

"Doubling Production, Doubling Efficiency"

Smaller units work in a dense, urban core but there are still family households renting that demand affordable, larger units.

2) Scalability

a. What do you think is the key to growth within your group (in development, real estate, affordable housing)?

On a basic level the key to our growth is finding quality associates that have a desire to learn, grow, and make an impact in the communities we serve. Beyond that our scalability is directly correlated to the structure and predictability our organization puts around the development process. Inherently real estate development is a business where you are constantly "putting out fires" as issues arise during due diligence, pre-development, and construction. We focus on uncovering "the hair" on a deal earlier and earlier in due diligence as well as placing more checks and balances around the development process. This results in a smoother, less overhead intensive ride through the development lifecycle, and will allow us to continue to scale our organization. Getting better at this is the key to our growth.

3) Team- Best organization

a. How is your team directly related to success of your platform? Can you tell me about the structure and what you do differently?

Our success is directly related to the quality team members we have and the work that they put in on each development we execute. Our organization has structure with group specializations (acquisitions, applications, development, construction, management) but we are successful because of the input and feedback from all team members throughout the development process. From initial underwriting on the front end, structuring a large-scale redevelopment, responding to a PPP RFP, to making design decisions that result in quality community for the long term, these all require participation from the entire team to ensure our continued success. Our goal is that we get marginally better with each development. We have smart, hardworking team that is very

collaborative and nimble, able to quickly react to changes in market conditions or federal/state/local policy that directly impacts how we put together and structure deals.

4) What do you think are the critical pressure points in your organization that create downward pressure on growth? How are you mitigating those pressures? Example- costs, wages, land scarcity

Construction costs and land costs are a big one. Both have risen significantly over the last few years. This makes it a bit more challenging to put together deals. As a result, we have a continued focus on partnerships with non-profits, housing authorities, CRAs, and local governments that have land but are in need of a skilled developer.

APPENDIX Table 1

Very Large Population (Greater than 750,000) Comparison of NRRR for FY 2017

No.	Affiliate Name	State	New	Recycle	Rehab	Repair	Total
1	Central Arizona, Inc, HFH	AZ	21	0	5	345	371
2	Memphis, HFH of Greater	TN	30	4	4	262	300
3	Birmingham HFH, Greater	AL	29	1	0	125	155
4	Cleveland HFH, Greater	OH	0	4	15	102	121
5	East Bay/ Silicon Valley, HFH	CA	7	0	1	106	114
6	Wake County, HFH of	NC	55	2	0	48	105
7	Fort Worth Area HFH, Inc.	TX	36	1	0	61	98
8	Philadelphia, Inc., HFH	PA	12	1	0	83	96
9	Twin Cities HFH	MN	27	2	0	66	95
10	Metro Denver, HFH of	CO	27	1	12	51	91
11	Indianapolis, HFH of Greater	IN	16	2	1	70	89
12	Pinellas County, Inc., HFH of	FL	55	4	0	20	79
13	Houston HFH	TX	27	0	0	52	79
14	Los Angeles, HFH of Greater	CA	7	0	5	65	77
15	Rio Grande HFH	TX	7	0	0	70	77
16	Tucson, Inc., HFH	AZ	5	0	0	60	65
17	Newark Inc., HFH of Greater	NJ	3	0	0	57	60
18	Orlando, HFH of Greater	FL	18	1	5	34	58
19	New Orleans Area HFH	LA	26	1	0	31	58
20	San Antonio, Inc.; HFH of	TX	45	0	8	0	53
21	Riverside, HFH	CA	1	0	0	49	50
22	Seattle-King County, HFH	WA	9	3	1	35	48
23	Nashville, HFH of Greater	TN	32	1	10	0	43
24	Cincinnati, HFH of Gtr	OH	16	0	6	19	41
25	San Diego HFH	CA	6	0	1	31	38
26	Ventura County, HFH of	CA	8	0	0	30	38
27	San Fernando/Santa Clarita Vlys, HFH of	CA	28	0	0	10	38
28	Miami, HFH of Greater	FL	31	0	0	5	36
29	Metro Louisville, HFH of	KY	16	2	1	17	36
30	Austin HFH	TX	10	0	0	25	35
31	Fresno, Inc., HFH	CA	2	0	0	32	34
32	Metro Maryland, Inc.; HFH	MD	0	1	2	30	33
33	Tacoma/Pierce County HFH	WA	7	0	0	26	33
34	Oakland Co, HFH of	MI	1	3	1	28	33
35	North Central Georgia, HFH	GA	11	1	0	21	33
36	Gwinnett County HFH	GA	1	0	3	27	31
37	Broward, Inc., HFH of	FL	22	3	4	0	29
38	MidOhio, HFH	OH	12	1	0	16	29
39	Milwaukee HFH	WI	15	4	4	5	28

Leadership Project: Habitat for Humanity of Broward

"Doubling Production, Doubling Efficiency"

40	Palm Beach County, HFH of	FL	12	0	0	16	28
41	Salt Lake Valley HFH	UT	0	0	1	27	28
42	Hillsborough Co Florida, Inc., HFH Of	FL	10	0	0	17	27
43	Pittsburgh, HFH of Greater	PA	0	0	5	22	27
44	San Francisco, Inc., HFH Greater	CA	11	0	0	15	26
45	Orange County Inc, HFH of	CA	7	1	5	13	26
46	Kansas City, HFH of	MO	1	0	2	23	26
47	NW Metro Atlanta, Inc.; HFH of	GA	18	1	2	0	21
48	Dallas Area HFH	TX	16	0	0	3	19
49	Buffalo, HFH	NY	6	4	9	0	19
50	Hartford Area Habitat For Humanity, Inc.	CT	6	3	2	7	18
51	El Paso, HFH of	TX	0	0	0	16	16
52	Chicago, HFH	IL	5	0	0	10	15
53	Montgomery & Delaware Counties, HFH of	PA	0	0	2	13	15
54	Macomb County HFH	MI	1	0	0	13	14
55	Richmond Metropolitan HFH	VA	4	0	0	9	13
56	Pomona Valley HFH	CA	1	0	1	9	11
57	Saint Louis, HFH	MO	9	0	2	0	11
58	Northwest Harris Co, HFH of	TX	10	0	0	0	10
59	San Bernardino Area Inc., HFH	CA	0	0	0	10	10
60	DuPage HFH	IL	2	0	1	6	9
61	Boston Inc., HFH Greater	MA	3	0	0	5	8
62	Puerto Rico, HFH of	PR	2	0	3	3	8
63	New York City, HFH	NY	0	0	0	6	6
64	Golden Empire, HFH -	CA	0	0	6	0	6
65	Suffolk, HFH of	NY	4	0	2	0	6
66	Northern Virginia, HFH of	VA	1	0	2	2	5
67	San Gabriel Valley HFH	CA	3	1	0	0	4
68	South Hampton Roads, Inc.; HFH of	VA	3	0	1	0	4
69	Sacramento, HFH of Gtr	CA	2	0	0	1	3
70	Chesapeake, HFH of the	MD	0	0	3	0	3
71	Bergen County, HFH	NJ	1	0	0	1	2
72	Detroit, HFH	MI	0	0	2	0	2
73	Honolulu HFH	HI	2	0	0	0	2
74	Westchester, HFH of	NY	1	0	0	0	1
75	Chicago South Suburbs, HFH	IL	0	0	0	1	1
76	Las Vegas, Inc., HFH	NV	1	0	0	0	1
77	Plainfield and Middlesex Co.; HFH of Grt	NJ	0	0	0	0	0
TOTAL (units)			823	53	140	2362	3378
TOTAL (as %)			24%	2%	4%	70%	100%

Internship, apprenticeship, and project-related opportunities

**School of Urban & Regional Planning
Florida Atlantic University**

Potential partnerships include internship opportunities for students and class project related work.

URP 4945/6945 Planning Internship requires students to complete at least 160 hours in a local planning agency or land development type firm.

For questions regarding Planning Internships related to the Master of Urban and Regional Planning degree program, please contact Dr. Jesse Saginor (Program Coordinator) at jsaginor@fau.edu.

School of Urban & Regional Planning
Florida Atlantic University
777 Glades Road, SO 284
Boca Raton, FL 33431
Main office phone: 561-297-4279
Academic Advising: 561-297-2316

**Moss School of Construction, Infrastructure and Sustainability
Florida International University**

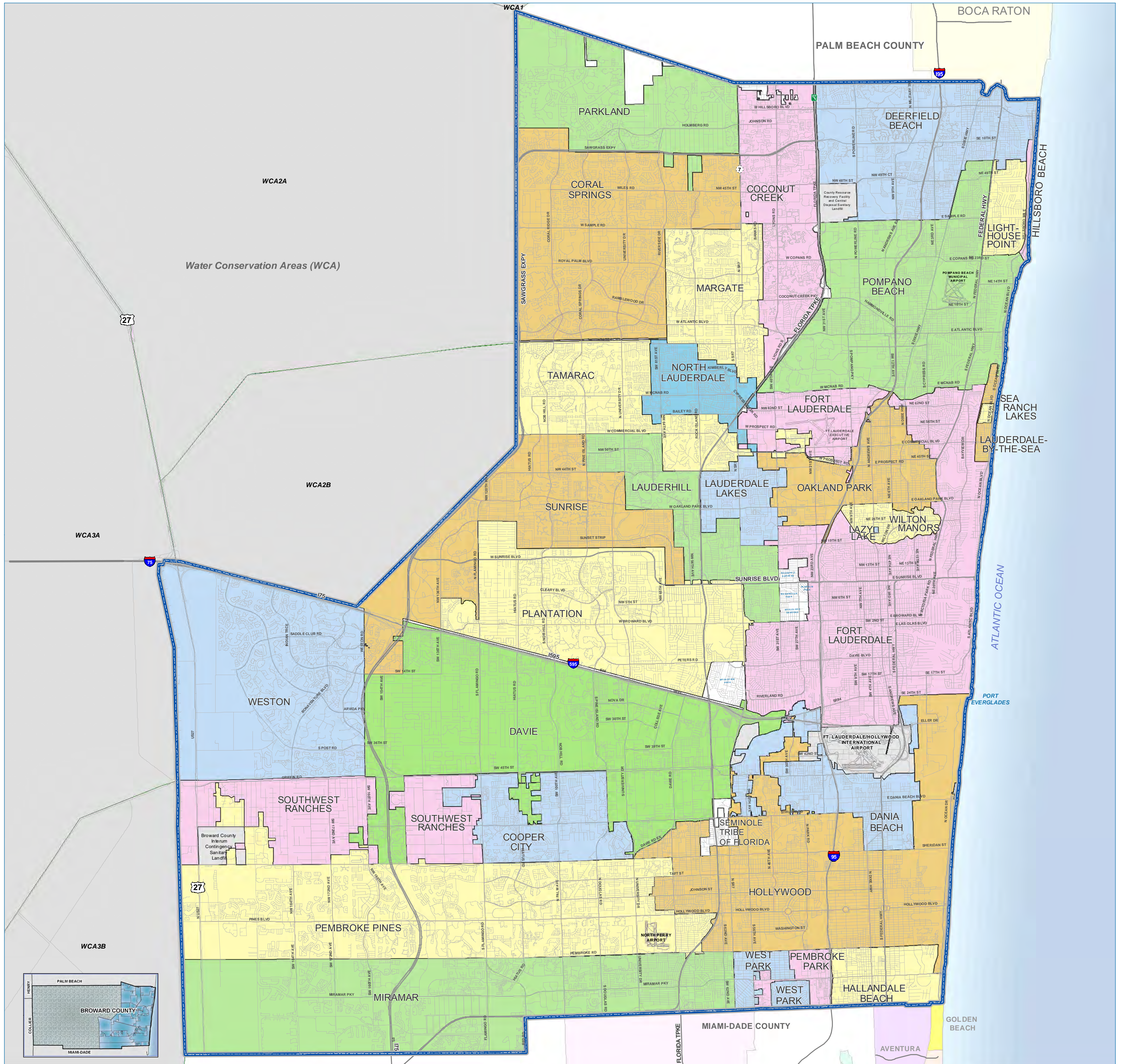
Potential partnerships include internship opportunities for students and class project related work.

Faculty is always looking for projects they can use during a semester to assign students to prepare Cost estimates, Project schedules, Project safety plans, Project quality control plans, Logistics and Documentation.

<https://schoolofconstruction.fiu.edu/category/jobs>

Moss School of Construction, Infrastructure and Sustainability
Florida International University
10555 West Flagler Street
Miami, Florida 33174
EC2900
Phone: 305-348-3172
Fax: 305-348 6255
Email: CMinfo@eng.fiu.edu

Municipalities in Broward County



This map is for conceptual purposes only and should not be used for legal boundary determinations.

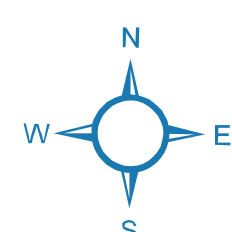
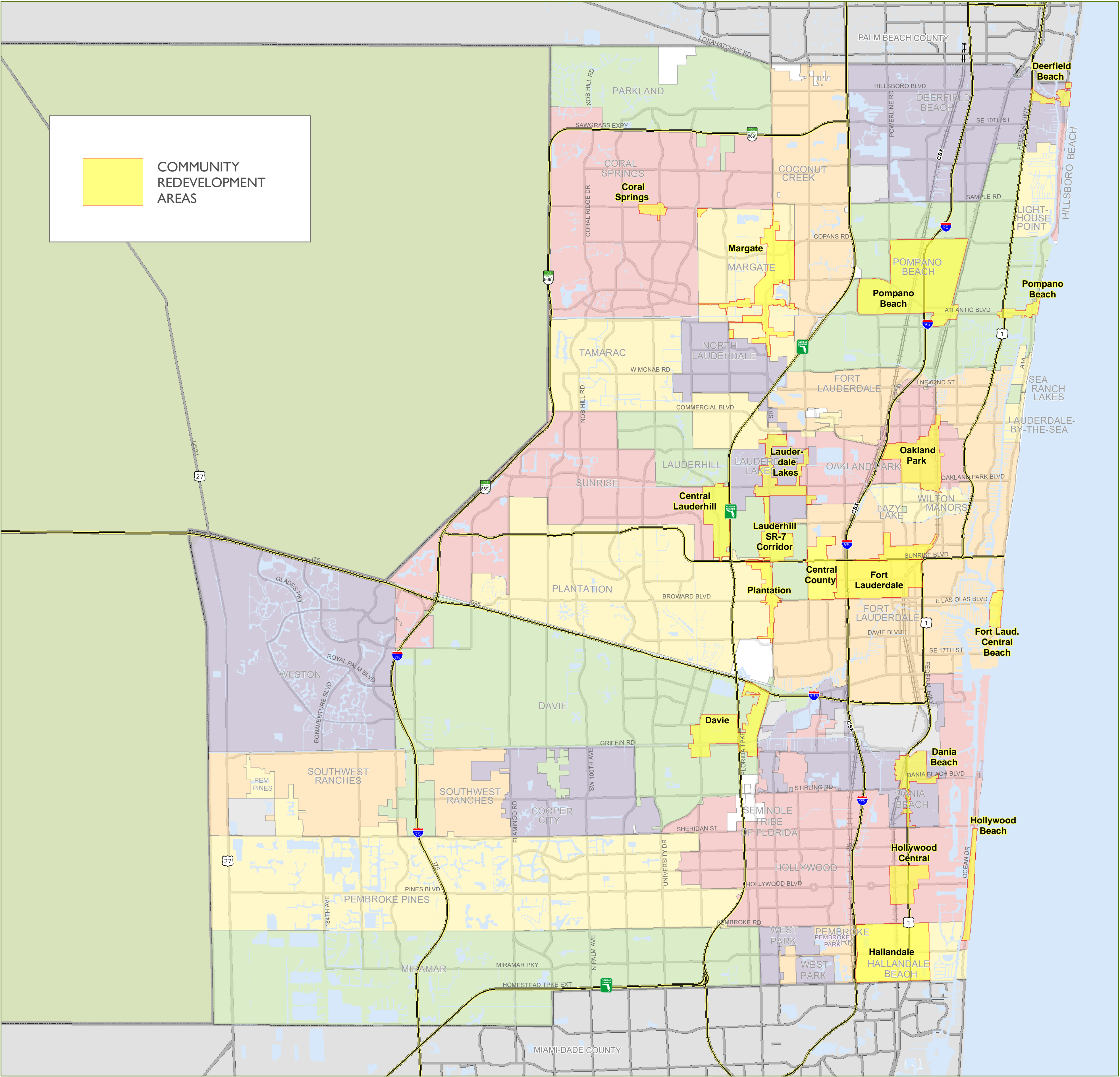
Prepared By:
GIS Section
Planning and Redevelopment Division
Environmental Protection and Growth Management Department



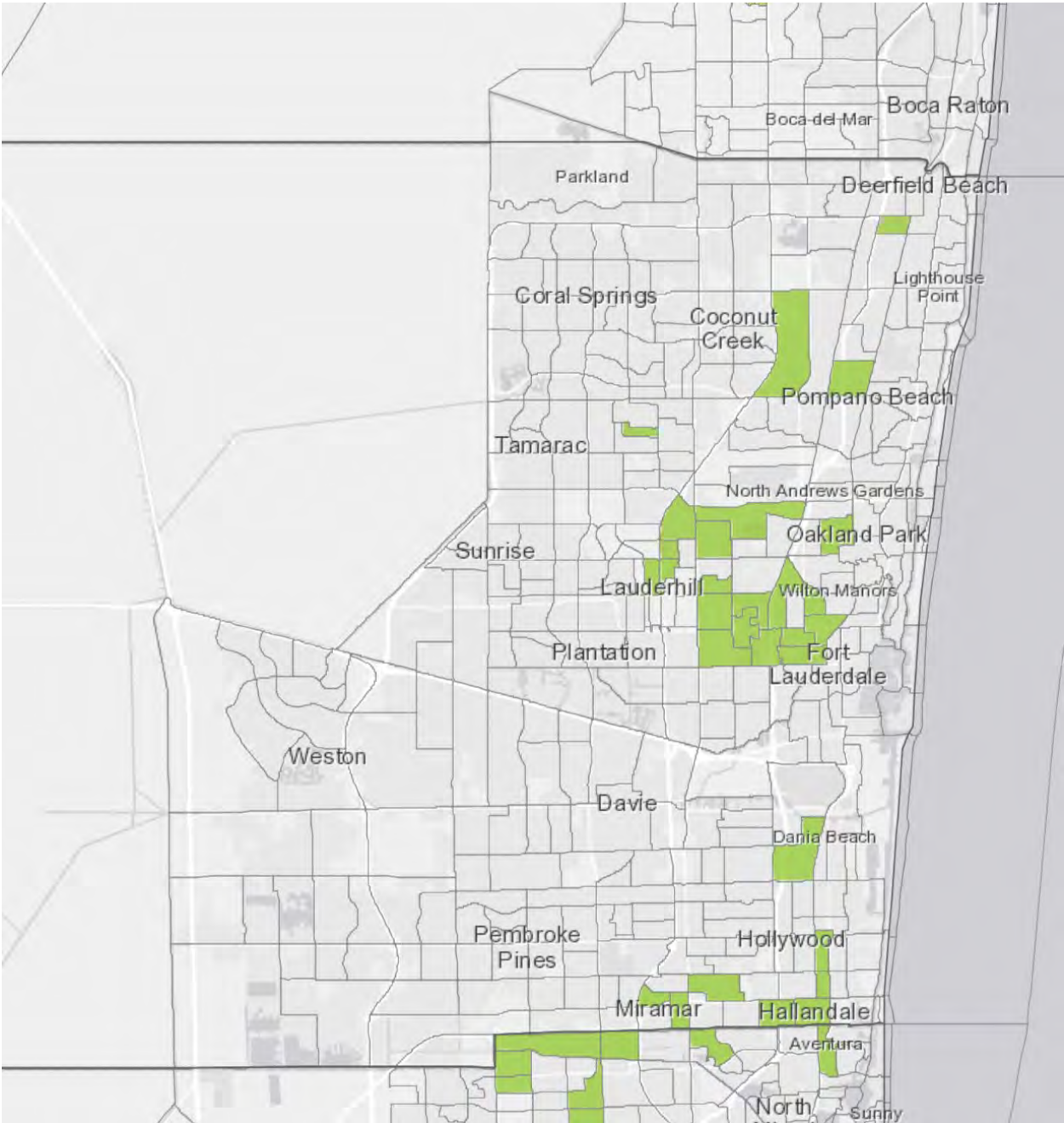
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#12723 SNowick/JDobbs 08/2015

COMMUNITY REDEVELOPMENT AREAS or CRAs



Broward County Opportunity Zone Map



Designated Qualified Opportunity Zones

This document was updated **December 14, 2018**, to reflect the final Qualified Opportunity Zone designations for all States.

Please note that the below list of designated tracts is not the official list. The official list will be published in the Internal Revenue Bulletin at a later date.

State	County	Census Tract Number	Tract Type	ACS Data Source
Florida	Broward	12011010304	Low-Income Community	2011-2015
Florida	Broward	12011020412	Low-Income Community	2011-2015
Florida	Broward	12011030402	Low-Income Community	2011-2015
Florida	Broward	12011030600	Low-Income Community	2011-2015
Florida	Broward	12011040801	Low-Income Community	2011-2015
Florida	Broward	12011040901	Low-Income Community	2011-2015
Florida	Broward	12011041000	Low-Income Community	2011-2015
Florida	Broward	12011041100	Low-Income Community	2011-2015
Florida	Broward	12011041200	Low-Income Community	2011-2015
Florida	Broward	12011041300	Low-Income Community	2011-2015
Florida	Broward	12011041400	Low-Income Community	2011-2015
Florida	Broward	12011041500	Low-Income Community	2011-2015
Florida	Broward	12011041600	Low-Income Community	2011-2015
Florida	Broward	12011041700	Low-Income Community	2011-2015
Florida	Broward	12011050207	Low-Income Community	2011-2015
Florida	Broward	12011050301	Low-Income Community	2011-2015
Florida	Broward	12011050308	Low-Income Community	2011-2015
Florida	Broward	12011050310	Low-Income Community	2011-2015
Florida	Broward	12011050311	Low-Income Community	2011-2015
Florida	Broward	12011050312	Low-Income Community	2011-2015
Florida	Broward	12011050702	Low-Income Community	2011-2015
Florida	Broward	12011060303	Low-Income Community	2011-2015
Florida	Broward	12011080500	Low-Income Community	2011-2015
Florida	Broward	12011091902	Low-Income Community	2011-2015
Florida	Broward	12011100201	Low-Income Community	2011-2015
Florida	Broward	12011100300	Low-Income Community	2011-2015
Florida	Broward	12011100502	Low-Income Community	2011-2015
Florida	Broward	12011100700	Low-Income Community	2011-2015
Florida	Broward	12011100801	Low-Income Community	2011-2015
Florida	Broward	12011110501	Low-Income Community	2011-2015

https://www.cims.cdfifund.gov/preparation/?config=config_nmtc.xml

PART IV. - AFFORDABLE HOUSING PROGRAM

19.30. - Establishment.

There is hereby created a funding program known as the Affordable Housing Program for the purpose of providing a mechanism for County participation in the provision of affordable housing by organizations that are in the business of constructing and/or rehabilitating owner-occupied and rental housing in Broward County and its municipalities.

(2006-487, 6-27-06)

19.31. - Annual Funding Appropriation.

The Affordable Housing Program shall be funded through a non *ad valorem* appropriation.

(2006-487, 6-27-06; 2011-696, 11-8-11)

19.32. - Eligible Projects.

Eligible projects include:

- a. Construction of new or substantial rehabilitation of affordable rental housing units by not-for-profit or for-profit organizations which have been allocated nine percent (9%) tax credits by the Florida Housing Finance Corporation.
- b. Construction of new or substantial rehabilitation of affordable rental housing units which have been allocated four percent (4%) tax credits by the Broward County Housing Finance Authority.
- c. Construction of new or rehabilitation of affordable single family and/or small-scale multiple family housing units, both rental and owner occupied, by not-for-profit or for-profit organizations especially addressing unique housing needs of the affordable housing market.

(2006-487, 6-27-06)

19.33. - Criteria for Investment.

The County may consider investing in eligible projects, upon submittal of an application by a qualified organization, based upon the extent to which the project achieves the following criteria:

Criteria:

- a. Reasonable return on investment as determined by real estate market conditions in

- effect at the time of project application;
- b. Number of affordable housing units;
- c. Characteristics of the household, e.g. senior housing, medical housing;
- d. Cost per square foot of the project;
- e. Number of bedrooms per unit;
- f. Proximity to a transit stop and location within a Transit Oriented Corridor;
- g. Part of a larger redevelopment plan which provides a variety of amenities for families and households;
- h. Ability to complete the project in a timely manner;
- i. Incorporation of the principles of the Broward County County-Wide Community Design Guidebook or adopted municipal urban design regulations into the project;
- j. Demonstration of good maintenance history for the rental project and units contained therein; and
- k. Includes a financial contribution or matching funds from non-county sources.

The criteria and any weighting factors utilized in the application process shall be reviewed and modified, as necessary, to ensure furtherance of Board of County Commission goals and policies. No project shall be evaluated for investment until such time as the weighting factors have been developed and approved.

(2006-487, 6-27-06; 2011-696, 11-8-11)

19.34. - Project Application and Selection Process; Investment Amount.

- a. County Administration shall establish an application process for proposals and provide recommendations for project selection based upon the criteria set forth in Section 19.33.
- b. County Administration shall provide the recommended investment amount. The investment amount shall take into consideration the amount of funds available through the Affordable Housing Program. Prior funding is not an indicator of future funding of same or similar projects. Each project shall be evaluated on its own merits.
- c. The Board of County Commissioners shall make the final decision on project selection and investment amount.

(2006-487, 6-27-06)

19.35. - County Investment; Method of Investment.

County investment shall be made through grants, loans or land purchases where the County holds title to the property. The method of County investment, including delineation of any and all necessary deed restrictions to protect the County's investment, shall be memorialized in an executed agreement between

the County and the organization.

(2006-487, 6-27-06)

19.36. - Progress Reports.

A progress report shall be submitted to the County by March 31 of each year. The report shall contain sufficient information for the County to determine if the projects are being completed in substantial conformance with the executed agreement. The County may request additional progress reports, as necessary. The County shall, within sixty (60) days of receipt of all necessary information, provide a written report which identifies any discrepancies and required remedies in accordance with the terms of the executed agreement.

(2006-487, 6-27-06)

PART XXXIX. - AFFORDABLE HOUSING FEE WAIVER

27.237. - Affordable Housing Fee Waiver.

- a. Upon request, fees related to the development of affordable housing may be waived when an application is made for the construction of affordable housing, if the County Commission or the Planning and Development Management Division Director finds that the proposed project will provide affordable housing for very low income or low income persons, as defined by the Housing Finance and Community Redevelopment Division.
- b. Prior to consideration of any waiver request, the developer shall obtain certification from the Broward County Housing Finance and Redevelopment Division stating that the project qualifies as affordable housing at a specified income level(s).
- c. Any such waiver shall be only for that a portion of the development that qualifies as affordable housing. The percentage of any waiver granted shall be as one hundred percent (100%).
- d. Developers shall enter into an agreement with Broward County upon terms and conditions determined by the County to be necessary to reasonably ensure that affordable housing is constructed, that any waiver hereunder enhances the affordability of the housing, and that such units are rented or sold to persons meeting the income limitations defined by the Housing Finance and Community Redevelopment Division and the procedure for qualification. The requirement for the agreement may be waived by the Broward County Attorney if, in the opinion of the Broward County Attorney, adequate alternate assurances exist.

(Res. No. 2004-491, 5-25-04; 2009-353, § 3, 5-12-09; 2015-643, 11-10-15)

City of Oakland Park Code of Ordinances

Sec. 5-4. - Fees; surcharges; refund of permit fees; minimum fees.

(a) *Permit fees.*

- (1) Permit fees are specified in the building permit fee schedule as adopted by city commission by resolution from time to time.
- (2) Permit fees specified in the building permit fee schedule include the cost of progress and final inspections of the work permitted. A special inspection fee as specified in the building permit fee schedule shall be charged for each additional inspection required for any of the following reasons:
 - a. Wrong address;
 - b. Reinspection of work previously rejected due to faulty construction;
 - c. Repairs or corrections to previously inspected work not made when reinspection is made;
 - d. Work not ready for inspection;
 - e. Approved plans (with revisions) not available on the job site when the inspection is made;
 - f. Job site secured or inaccessible for inspection when the inspection is made;
 - g. There has been no final or other required inspection made due to the owner or his agent.
- (3) Payment of required reinspection fees shall be made before any further permits are issued to the applicant or before any reinspections are performed.
- (4) The minimum fee for any building permit shall be specified in the building permit fee schedule.
- (5) Work requiring a permit which is commenced prior to obtaining a permit shall require the payment of twice the required fee.

(b) *Other fees.* Fees as specified in the building permit fee schedule may also be charged for the following services:

- (1) Building plan review.
- (2) Fire plan review.
- (3) Special inspection.
- (4) Pre-sale survey.
- (5) Elevation certificate.
- (6) Photo-microfilm copies.
- (7) Certificate of occupancy including partial and temporary certificates of occupancy.
- (8) Reinspection.
- (9) And any other miscellaneous fees as specified in the building permit fee schedule.

(c) *Radon surcharge.* In accordance with Chapter 10D-91, Subpart B, Florida Administrative Code, a surcharge shall be assessed on new construction and on additions, alterations or renovations to existing buildings for which a municipality normally issues building permits. For new construction the surcharge is computed on under-roof floor space; for additions, alterations, or renovations to existing buildings, the surcharge shall be computed on the basis of the square footage being added, altered, or renovated. Such surcharge shall be remitted to the Department of Health and Rehabilitative Service, State of Florida, for deposit in the radon trust fund. The rate of the surcharge is established by the State of Florida Department of Health and Rehabilitative Services and is specified in the building permit fee schedule.

- (d) *Broward County surcharge* . In accordance with Broward County Ordinance 76-10, Section 3(h), amending Section 3 of Chapter 71-575, Laws of Florida, Special Acts of 1971, a surcharge shall be assessed on all permits issued by a municipality. Such surcharge shall be remitted to Broward County for deposit in the general fund for the use and benefit of the board of rules and appeals. The rate of the surcharge is established by the Broward County Board of Rules and Appeals and is specified in the building permit fee schedule.
- (e) *Training and certification fee* . All permits including but not limited to permits for new construction, additions and remodeling, including building, miscellaneous, sign, swimming pool, plumbing, electric and mechanical work, shall include a training and certification fee as specified in the building permit fee schedule.

All training and certification fees collected shall be reserved for education, educational materials and equipment, memberships and training which specifically enhance the knowledge, productivity or abilities of building, zoning, planning, code enforcement and clerical personnel in the community development department, as may be determined to be reasonable by the community development director, and to pay for costs of training and recertification of personnel including seminars, conferences, code books, manuals and expenses related thereto.

- (f) Reserved.
- (g) *Public safety impact fee* . The monetary contribution for undeveloped land lying west of Interstate 95 within the City of Oakland Park, as established in section 24-167, shall be collected by the community development department at time of issuance of a building permit.
- (h) *Refund of permit fees* . The applicant for any building permit provided for in the building permit fee schedule shall be entitled to a partial refund of the payment of the building permit fee in the event the applicant does not exercise the use of the permit within a period of sixty (60) days from its issuance. The city shall retain an amount equal to fifty (50) percent of the amount of the building permit fee on all permits for the expenses incurred in the issuance of the permit. No other fees including plan review, fire review, radon surcharge, Broward County surcharge and training and certification fee shall be refunded.
- (i) *[Fee waivers for workforce housing.]*
 - (1) For the purposes of this section, "workforce housing" shall mean housing for individuals or families who have a total household income of one hundred forty (140) percent or less of the area median income.
 - (2) An individual or developer who seeks to develop a workforce residential project shall file an application for waiver of building permit fees simultaneously with filing a site plan with the city.
 - (3) The application shall set forth the amount of fees to be waived, the basis for the request, and the public purpose to be served.
 - (4) All applications shall be subject to city commission approval, which shall include a finding of that the waiver is for a public purpose as well as any conditions the city commission deems appropriate.
 - (5) All applicants who are granted a fee waiver shall be required to pay all surcharges required pursuant to Fla. Stat. § 553.721. The surcharge amount shall be based on the actual amount of building permit fees that would have been charged to the applicant absent the waiver. The city will not pay the surcharge for any applicant.
 - (6) Pursuant to Fla. Stat. § 553.80(2)(c), applicants will not be granted a fee waiver if the city has to conduct multiple inspections for repeat code violations.
 - (7) Pursuant to Fla. Stat. § 553.80(2)(b), applicants will not be granted a fee waiver if the city has to conduct multiple reviews of design plans which contain repeat code violations.
 - (8) The fee waivers granted pursuant to this section shall not be transferable to subsequent land owners unless said owners submit an application to the city commission and enter into an agreement certifying that the property shall continue to be utilized for workforce residential

housing. The certification shall be recorded in the public records of Broward County and deemed to be a covenant running with the land that is subject to the site plan and the intended workforce residential development.

- (9) The fee waivers allowed for pursuant to this section shall only be considered by the city commission and applied to properties located within the geographical boundaries of the CRA and workforce housing projects shall be eligible for any waiver.

(j) *Project availability for fee waivers.*

- (1) Geographic requirements. Projects must be located in:
 - a. Local Activity Center/Downtown Mixed Use District.
 - b. Community Redevelopment Area.
 - c. Federal Highway Mixed Use Business and Entertainment District.
 - d. Mixed use development land development projects pursuant to section 24-56.
- (2) Development and site plan requirements.
 - a. To qualify for financial assistance, the project must provide at least one of the following.
 1. Workforce or affordable housing;
 2. LEED certification;
 3. Removal of blight or a substantial increase to the tax base of the city.
 - b. Projects must demonstrate that but for the incentive provided by the city, the project cannot be built due to economic conditions, lending restrictions or some other obstacle related to project financing.
 - c. Projects must be in excess of five million dollars (\$5,000,000.00) construction value and receive site development approval by the termination date of the program.
- (3) An individual or developer who seeks to request a fee waiver shall file an application for waiver of building permit and other fees with the city.
- (4) The application shall set forth the type and amount of fees to be waived, the basis for the request, and the public purpose to be served.
- (5) All applications shall be subject to city commission approval, which shall include a finding of that the waiver is for a public purpose as well as any conditions the city commission deems appropriate.
- (6) All applicants who are granted a fee waiver shall be required to pay all surcharges required pursuant to Fla. Stat. § 553.721. The surcharge amount shall be based on the actual amount of building permit fees that would have been charged to the applicant absent the waiver. The city will not pay the surcharge for any applicant.
- (7) Pursuant to Fla. Stat. § 553.80(2)(b), applicants will not be granted a fee waiver if the city has to conduct multiple reviews of design plans which contain repeat code violations.
- (8) Pursuant to Fla. Stat. § 553.80(2)(c), applicants will not be granted a fee waiver if the city has to conduct multiple inspections for repeat code violations.
- (9) The fee waivers for workforce housing projects granted pursuant to this section shall not be transferable to subsequent land owners unless said owners submit an application to the city commission and enter into an agreement certifying that the property shall continue to be utilized for workforce residential housing. The certification shall be recorded in the public records of Broward County and deemed to be a covenant running with the land that is subject to the site plan and the intended workforce residential development.

- (10) The incentive program will expire two (2) years from the effective date of Ordinance No. O-2008-027.

(Ord. No. O-93-14, § 6, 10-6-93; Ord. No. O-2000-003, § 2, 1-5-00; Ord. No. O-2008-018, § 3, 5-21-08; Ord. No. O-2008-027, § 3, 8-6-08)

Sec. 24-72. - Flexibility, reserve and affordable housing unit procedure.

- (A) *Purpose* . Flexibility, reserve and affordable housing unit procedures are hereby established so that the number of dwelling units permitted on a lot or parcel of land may be increased above the normal authorized densities in certain specific situations as hereinafter provided.

- (B) *Conditions for granting flexibility, reserve and affordable housing units.*

- (1) Reserve units may be granted as an incentive for the dedication of land for public purposes. In exchange for land dedication for public purposes of any portion of a parcel of property, the city commission may grant a transfer of up to two hundred (200) percent of the maximum number of dwelling units designated on the Oakland Park Future Land Use Map for the dedication area to other parcels of land within the same flexibility zone. Reserve units may be granted only for land dedications or monetary contributions in lieu of land dedications in excess of city and/or county requirements, as otherwise provided, but shall not be granted for county park dedication purposes.
- (2) Flexibility, reserve and affordable housing units may be granted to a parcel of land which is designated for commercial use on the City of Oakland Park Future Land Use Map and zoned for business in order to permit residential uses. In addition, affordable housing units may be permitted in accordance with Article 8 of the Broward County Planning Council's Administrative Rules Document in the following areas:
 - (a) Prospect Road from Dixie Highway to I-95.
 - (b) Andrews Avenue from Oakland Park Boulevard to Prospect Road.
 - (c) Orange Grove Manors subdivision (South of Cambridge Park PUD).
- (3) For other than those in (1) and (2) above, reserve units may be granted in the following manner:
 - (a) The total number of reserve units assigned to any undeveloped parcel of land in excess of ten (10) acres in size, which was at the time of adoption of the 1989 Oakland Park Future Land Use Element under one (1) ownership, regardless of future division or sale, cannot exceed ten (10) percent of the residential density designated for the parcel on the Oakland Park Future Land Use Map.
 - (b) Except as specified in (a) above, the total number of reserve units assigned to any developed parcel of land or any undeveloped parcel of land less than ten (10) acres in size may not exceed twenty-five (25) percent of the residential density designated for the parcel on the Oakland Park Future Land Use Map 1 or one (1) additional dwelling unit per lot, whichever is greater.

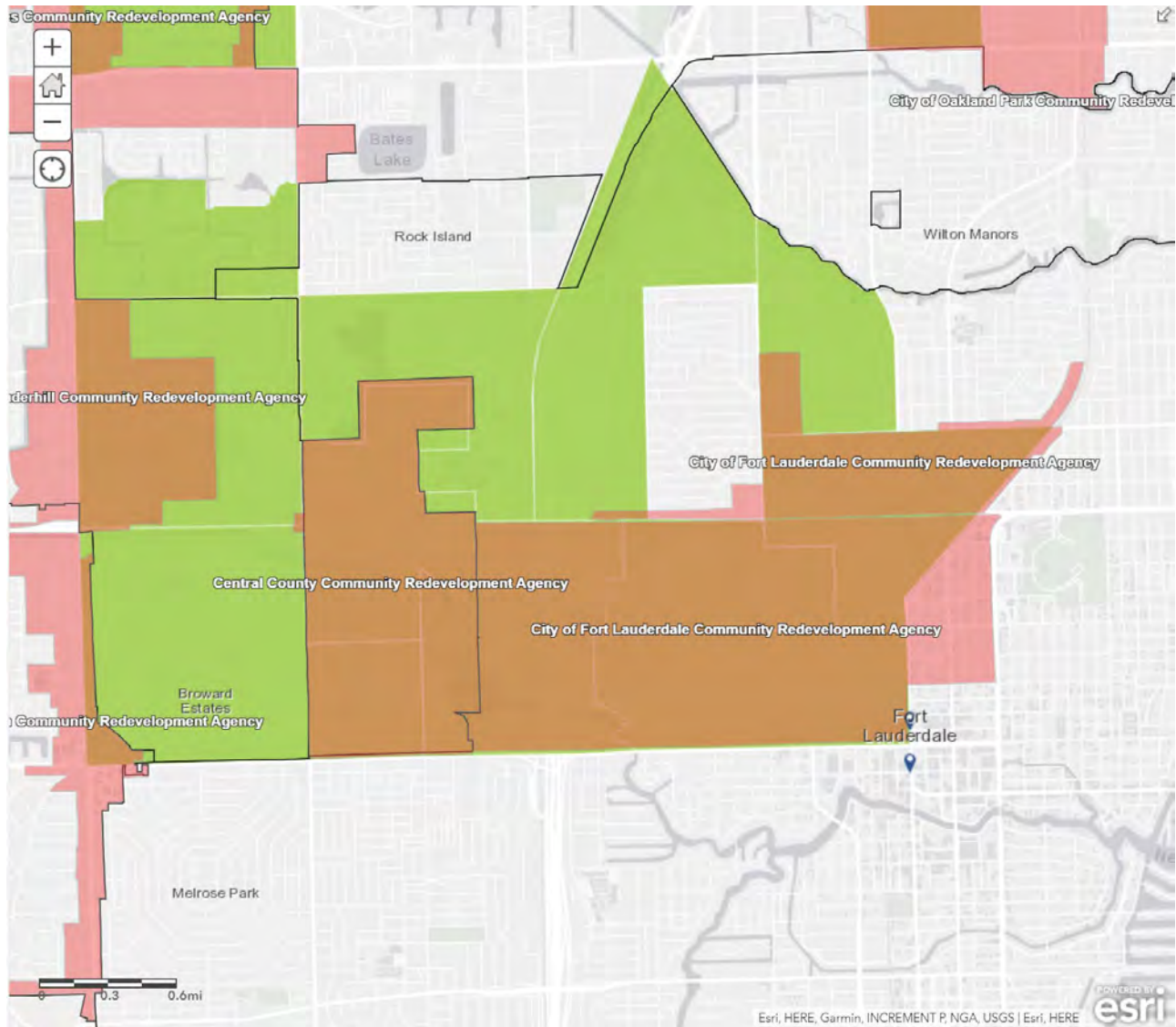
- (C) *Application for flexibility, reserve and affordable housing units.* The owner of a tract of land may make an application to the city for flexibility, reserve and affordable housing units in accordance with the conditions for granting flexibility, reserve and affordable housing units outlined in (B) above.

- (1) For a residential lot which is zoned R-1 and on which the property owner wishes to construct a two-family dwelling, an application for a reserve unit must be accompanied by a request for a rezoning of the property to R-2.
- (2) For all parcels of land, other than as provided in subsection (1) above, an application for flexibility, reserve and affordable housing units must adhere to the following procedures and requirements:

- (a) The application must be accompanied by a conceptual site plan which depicts the number and layout of the dwelling units and complies with article XII.
 - (b) A filing fee in accordance with the land development fee schedule.
- (D) *Review of application for flexibility, reserve and affordable housing units.* The application for flexibility, reserve and affordable housing units and the accompanying site plan shall be reviewed by the development review committee for compliance with this section and all other applicable regulations. A report of the committee's review and recommendation shall be submitted to the city commission.
- (E) *Action of the city commission.*
 - (1) The city commission shall review the application for flexibility, reserve and affordable housing units and the accompanying conceptual site plan for adherence to all existing city requirements and as to whether the development as presented will enhance the quality of life in the City of Oakland Park and promote the health, safety and welfare of its citizens.
 - (2) After the public hearings, the city commission may take action to grant the application for flexibility, reserve and affordable housing units, in whole or in part, only as provided in (B) above.
 - (3) Upon granting flexibility, reserve and affordable housing units, the number of available flexibility, reserve and affordable housing units in the flexibility zone shall be reduced by the number of flexibility, reserve and affordable housing units granted.

(Ord. No. O-90-21, § 10, 10-17-90; Ord. No. O-2006-009, § 3, 5-3-06; Ord. No. O-2007-010, § 3, 5-2-07)

City of Fort Lauderdale Community Redevelopment Agency Area & Central County Community Redevelopment Agency Within Opportunity Zone



City of Fort Lauderdale Code of Ordinances

ARTICLE IX. - AFFORDABLE HOUSING PROGRAM

Sec. 9-340. - Definitions.

The following words, terms and phrases, when used in this chapter, shall for the purposes of this chapter have the following meanings, except where the context clearly indicates a different meaning:

- (1) *Affordable* means that monthly rents or monthly mortgage payments including taxes and insurance do not exceed thirty (30) percent of that amount which represents the percentage of the median annual gross income for households as indicated in subsection (8) or subsection (12) of this section. However, it is not the intent to limit an individual household's ability to devote more than thirty (30) percent of its income for housing, and housing for which a household devotes more than thirty (30) percent of its income shall be deemed affordable if the first institutional mortgage lender is satisfied that the household can afford mortgage payments in excess of the thirty (30) percent benchmark.
- (2) *Affordable housing* means housing which at the time of sale or rental is determined by the department to be "affordable" as defined in this section.
- (3) *Annual gross income* means annual income as defined under the section 8 housing assistance payments programs in 24 CFR 813; annual income as reported under the census long form for the recent available decennial census; or adjusted gross income as defined for purposes of reporting under Internal Revenue Service form 1040 for individual federal annual income tax purposes. Counties and eligible municipalities shall calculate income by projecting the prevailing annual rate of income for all adults in the household as the amount of income to be received in a household during the twelve (12) months following the effective date of the determination.
- (4) *Department* means the sustainable development department of the city or such other department as designated by the city manager to administer the program described in this section.
- (5) *Development* means one or more single-family or multifamily dwellings as defined in the ULDR.
- (6) *Development fees* mean those fees established by the city and charged in connection with development including, but not limited to, building permit, impact, development permit and utility connection fees.
- (7) *Eligible person or eligible household* means one or more natural persons or a family determined by the city to be of very low income or low income according to the income limits adjusted to family size published annually by the United States Department of Housing and Urban Development based upon the annual gross income of the household. When used in this article, eligible person shall mean and include eligible household.
- (8) *Low-income person or low-income household* means one or more natural persons or a family that has a total annual gross household income that does not exceed eighty (80) percent of the median annual income adjusted for family size for households within the metropolitan statistical area, the county, or the nonmetropolitan median for the state, whichever amount is greatest. With respect to rental units, the low-income household's annual income at the time of initial occupancy may not exceed eighty (80) percent of the area's median income adjusted for family size. While occupying the rental unit, a low-income household's annual income may increase to an amount not to exceed one hundred forty (140) percent of eighty (80) percent of the area's median income adjusted for family size. When used in this article, low-income person shall mean and include low-income household.
- (9) *Qualified development* means a development which has been determined by the department to meet the provisions of this article and fees will or have been offset. Lease qualified means qualified multifamily dwelling available for lease. Owner qualified means single-family dwelling qualifying for sale.

- (10) *SHIP* means the State Housing Initiatives Partnership Act enacted as F.S. §§ 420.907—420.9079.
- (11) *ULDR* means the Unified Land Development Regulations of the city.
- (12) *Very-low-income person or very-low-income household* means one or more natural persons or a family that has a total annual gross household income that does not exceed fifty (50) percent of the median annual income adjusted for family size for households within the metropolitan statistical area, the county, or the nonmetropolitan median for the state, whichever is greatest. With respect to rental units, the very-low-income household's annual income at the time of initial occupancy may not exceed fifty (50) percent of the area's median income adjusted for family size. While occupying the rental unit, a very-low-income household's annual income may increase to an amount not to exceed one hundred forty (140) percent of fifty (50) percent of the area's median income adjusted for family size. When used in this article, very-low-income person shall mean and include very-low-income household.

(Ord. No. C-98-64, § 1, 12-8-98; Ord. No. C-99-70, § 9, 12-21-99; [Ord. No. C-17-28](#), § 42, 9-13-17)

Sec. 9-341. - Applicability.

Funds shall be made available to offset a portion of the development fees incurred in connection with the development of affordable housing. In order to be eligible for funding under this section the following requirements must be met:

- (1) An application for the proposed development is submitted on or after the effective date of the ordinance from which this article is derived.
- (2) The development consists of one or more single-family or multifamily dwellings as defined in the ULDR.
- (3) The development qualifies as affordable housing as defined in this article.
- (4) The purchaser or lessee of the development is an eligible person or eligible household as defined in this article.
- (5) A restrictive covenant is executed and recorded in the public records of Broward County, Florida, restricting the ownership of an owner qualified development to an eligible person for five (5) years and lease of multifamily dwellings to a qualified lease development to an eligible person for fifteen (15) years.
- (6) Single-family standard development must meet the standards established for an infill housing project approved by the city commission on July 6, 1994.

(Ord. No. C-98-64, § 1, 12-8-98; Ord. No. C-99-70, § 9, 12-21-99)

Sec. 9-342. - Qualification process.

The process for qualifying to receive an offset of development fees is as follows:

- (1) Prior to issuance of a building permit for a proposed qualified development an owner shall submit an application to the department. The application form shall be provided by the community development division.
- (2) A preliminary qualification approval will be issued by the department if it is determined that the proposal meets the requirements of this article.

- (3) Prior to final qualification of a development, a buyer or lessee must be identified and determined to be an eligible person by the department. The buyer or lessee shall apply to the department for a determination of eligibility.
- (4) A contract for sale and purchase for an owner qualified development or a lease for a lease qualified development shall be delivered to the department and be added to the application.
- (5) The seller shall provide evidence of payment of development fees to the city.
- (6) If a development is determined to be an owner qualified development, a check for the offset amount shall be issued by the city and be made payable to the entity disbursing the closing proceeds. The check will be delivered on or before the date of closing and disbursement shall be made simultaneous with the transfer of title from the qualified seller to a qualified buyer. For a lease qualified development, a check for that portion of the offset amount representing the part of the multifamily dwelling being leased shall be made available on the date a lease executed by an eligible person is delivered to the department.

(Ord. No. C-98-64, § 1, 12-8-98; Ord. No. C-99-70, § 9, 12-21-99)

Sec. 9-343. - Available funds.

- (1) For a qualified development, fees will be reduced by one hundred (100) percent when the units are sold or leased to very-low-income persons or households and seventy-five (75) percent for low-income persons or households. In order to encourage mixed income development, reductions shall apply to the entire development when at least twenty (20) percent of the dwelling units within a development are set aside for affordable housing.
- (2) In order to encourage single-family home ownership development, a single-family development may qualify for up to a five thousand dollar (\$5,000.00) offset for each unit. Multifamily development may qualify for up to five thousand dollars (\$5,000.00) for the entire development.
- (3) SHIP funds will generally be utilized to cover fee reductions provided in this article, but other funds may be utilized as they become available. Funds will be available on a first come, first served basis.

(Ord. No. C-98-64, § 1, 12-8-98; Ord. No. C-99-70, § 9, 12-21-99)

Sec. 9-344. - Expedited review process.

An application for development permit for a development which has received a preliminary qualification by the department as described in section 9-322 shall be identified for expedited development review processing. Expedited processing may include, but shall not be limited to the following:

- (1) Identify zoning regulations applicable to the proposed development.
- (2) Oversight of the development will be conducted from application to certificate of occupancy.
- (3) Referral to the appropriate Broward County government and Broward County school board affordable housing expeditors who have jurisdiction over proposed developments in the city.
- (4) Assist the applicant with any incomplete portions of the development application.
- (5) Identify resources which may assist the applicant in meeting the requirement for development permit approval.

The city has identified a position in the sustainable development department as the economic development expeditor who will have the responsibility for expediting applications in accordance with this section.

(Ord. No. C-98-64, § 1, 12-8-98; Ord. No. C-99-70, § 9, 12-21-99; [Ord. No. C-17-28](#), § 44, 9-13-17)

Sec. 9-345. - Monitoring compliance.

The owner shall be required to submit on an annual basis an affidavit, as prepared by the division, certifying that the dwelling unit(s) is owned by or leased to an eligible person.

(Ord. No. C-98-64, § 1, 12-8-98; Ord. No. C-99-70, § 9, 12-21-99)

City of Fort Lauderdale Unified Land Development Code

ARTICLE VIII. - DENSITY AND FLEXIBILITY RULES

SECTION 47-28. - FLEXIBILITY RULES

Sec. 47-28.1. - Applicability; conditions.

- A. *Density.* The maximum density permitted on a development parcel is limited by the maximum density permitted by the city's land use plan (LUP). Density of a development parcel may be increased, subject to flexibility rules (FR).
- B. *Flexibility rules.* Flexibility rules permit the city to revise and rearrange land uses and permit additional residential dwelling units without requiring an amendment to the Broward County Land Use Plan (BCLUP).
- C. *Definitions.*
 - 1. *Flexibility zones:* Flexibility zones (FZ) are fixed geographic areas within the city, designated on the BCLUP which provide limits on the number of additional dwelling units and additional commercial acreage which may be permitted by the city's plan.
 - 2. *Flexibility units:* Flexibility units, also referenced herein as flex units, are the total number of additional dwelling units permitted by the BCLUP above the total number of dwelling units allowed within the same FZ by the city's LUP.
 - 3. *Reserve units:* Reserve units are dwelling units permitted in addition to the flexibility units by the BCLUP, which equal a maximum of two percent (2%) of the total number of dwelling units permitted within a FZ by the BCLUP.
 - 4. *Commercial flex acreage:* Commercial flex acreage is the total percentage of residential acres permitted by the BCLUP to be converted to commercial use within a FZ without a LUP amendment.
- D. *Determination by the city of available residential dwelling units or available commercial acreage.*
 - 1. If a sufficient number of units are available to allocate reserve units or flexibility units to a parcel, or if sufficient commercial flex acreage is available to be applied to a parcel, the city may allocate the units or commercial flex acreage, provided that the FZ and regulations of the ULDR are met.
 - 2. The city shall maintain a log of the number of available reserve or flexibility units, the number of reserve or flexibility units assigned to parcels, and the reason for assigning units to a parcel. The city shall also maintain a log of the number of flex commercial acreage assigned to parcels and the reason for assigning the commercial acreage to each parcel.
- E. *Increase of residential densities on residential land use designated parcels.*

1. Additional dwelling units may be allocated to a development site with a residential land use designation by applying available flexibility units or reserve units. Flexibility units or reserve units may be allocated subject to the following conditions:

- a. *Flexibility units applied to a residential land use designated parcel.*

- i. Amendment to the city's land use plan; and
- ii. Criteria:
 - a) Demonstration that the use of flexibility units supports and implements the specific goals, objectives and policies of the city's LUP.
 - b) Rezoning in accordance with Sec. 47-24.4, Development Permits and Procedures.
 - c) Site plan approval level III in accordance with Sec. 47-24.2, Development Permits and Procedures.

- b. *Reserve units.*

- i. Site plan approval (level II); and
- ii. Maximum density shall not exceed fifty (50) dwelling units per gross acre; and may not exceed one hundred percent (100%) of the maximum density of the development site; and
- iii. The maximum number of reserve units applied to the development site shall not be greater than two (2) units, or two (2) units per net acre, whichever is less. This restriction shall not apply to a mixed use development that is subject to the provisions of Sec. 47-18.21, or, Section 47-9, X-Exclusive Use District;
- iv. Criteria:
 - a) Site plan approval level II in accordance with Sec. 47-24.2, Development Permits and Procedures.
 - b) Expiration of allocation of reserve units. If the allocation of reserve units is permitted in connection with site plan approval, the allocation shall expire and terminate upon the expiration of the site plan approval.

F. *Allocation of residential units on commercial or office park land use designated parcels.*

1. The city may allocate flexibility units to a development parcel with a commercial or office park land use designation subject to the following conditions:

- a. Criteria:

- i. Flexibility units, see subsection E.1.a.
- ii. No more than twenty percent (20%) of the total acreage within the flexibility zone which is designated commercial or office park, may be used for residential uses.

2. For mixed-use development, see subsection K.

G. *Allocation of commercial uses on residential land use designated parcels.*

1. The city may permit commercial uses on a parcel with a residential land use designation subject to the following conditions:

- a. Rezoning of the development site to community business (CB) only, or to exclusive use (X-Use); and
- b. No more than five percent (5%) of the total area within a flexibility zone which is designated residential on the city's plan, may be rezoned to CB or X-Use; and
- c. The parcel proposed for CB or X-Use use shall not be greater than ten (10) contiguous acres;
- d. Criteria:

- i. Demonstration that the use of commercial flex acreage supports and implements the specific goals, objectives and policies of the city's LUP.
 - ii. Rezoning application in accordance with Sec. 47-24.2, Development Permits and Procedures.
 - iii. Site plan approval level III in accordance with Sec. 47-24.2, Development Permits and Procedures.
- 2. For mixed-use development, see subsection K.
- H. *Allocation of bonus density for affordable housing on parcels with a residential land use designation.*
 - 1. The city may allocate flexibility units or reserve units to provide for affordable housing units (AFU's) by applying bonus density, through site plan approval (level III), subject to the following:
 - a. The total number of reserve units applied to the development parcel shall not be greater than one hundred percent (100%) of the density permitted by the city's land use plan for the development parcel.
 - b. The residential density of the parcel shall be greater than five (5) dwelling units/per gross acre.
 - c. The affordable housing development shall meet requirements for affordable housing as established by the BCLUP.
 - d. Criteria: Site plan approval level III in accordance with Sec. 47-24.2, Development Permits and Procedures.
- I. *Allocation of bonus sleeping rooms for special residential housing, group homes, foster care facilities, etc.*
 - 1. The city may permit an increase in the number of sleeping rooms permitted by the city's land use plan, by applying bonus sleeping rooms to a special residential facility by site plan approval (level III) without allocating additional density by applying flexibility units or reserve units. For the purpose of calculating density, sleeping rooms shall be counted as one-half (½) a dwelling unit.
 - 2. Subject to the requirements for social service residential facilities (SSRF), see Sec. 47-18.32.
 - 3. Criteria: Site plan approval level III in accordance with Sec. 47-24.2, Development Permits and Procedures.
- J. *Allocation of commercial uses within areas designated industrial land use or employment center land use.*
 - 1. The city may permit a development to be used for commercial business uses within lands designated employment center or industrial on the city's land use plan, by rezoning the parcel to a business zoning district, subject to the following restrictions:
 - a. No more than twenty percent (20%) of the total land use area within the flexibility zone that is designated for industrial land use or U.C. employment center land use may be rezoned to a business zoning district.
 - b. Criteria:
 - i. Rezoning application in accordance with Sec. 47-24.2, Development Permits and Procedures.
 - ii. Site plan approval level III in accordance with Sec. 47-24.2, Development Permits and Procedures.
- K. *Allocation of flex for mixed use development.*
 - 1. The city may allocate flexibility units for mixed use development through approval of a mixed use development, as provided in Sec. 47-18.21, Mixed Use Development. This applies to both the

allocation of residential flexibility units on a commercial land use designated parcel and for allocation of commercial flex acreage on a residential land use designated parcel.

L. Allocation of reserve units in the Downtown Regional Activity Center.

1. Additional dwelling units may be allocated to a development site in the Downtown Regional Activity Center area as provided in the city's Land Use Plan by applying available reserve units, subject to the following conditions:
 - a. Demonstration that the use of reserve dwelling units supports and implements the specific goals, objectives and policies of the city's Land Use Plan.
 - b. A Site Plan Level II approval is required in accordance with Section 47-24, Development Permits and Procedures. An approval by DRC is subject to a City Commission request for review, under the provisions of Section 47-26A.2.
 - c. Expiration of allocation of reserve units. The allocation of reserve units shall expire and terminate upon the expiration of the site plan approval in accordance with Section 47-24.1.M.

M. *Allocation of flex units in the Downtown Regional Activity Center.*

1. Flex units may be allocated to a development site in the Downtown Regional Activity Center area subject to the following conditions.
 - a. Demonstration that the use of flex units is in conformance with goals, objectives and policies of the city's Land Use Plan.
 - b. Development in the Downtown Regional Activity Center shall be reviewed to determine if the development is consistent with the design guidelines or has proposed alternative designs which meet the intent of the design guidelines provided in the Downtown Master Plan ("DMP") and any subsequent amendments to the DMP. In the event compliance with the ULDR would not permit consistency with the design guidelines, the design guidelines shall govern.
 - c. Flex units shall be allocated in accordance with the flex zone boundaries that are contained by the Downtown Regional Activity Center.
 - d. A Site Plan Level II approval is required in accordance with Section 47-24, Development Permits and Procedures. An approval by DRC is subject to a City Commission request for review, under the provisions of Section 47-26A.2.
 - e. Expiration of allocation of flex units. The allocation of flex units shall expire and terminate upon the expiration of the site plan approval in accordance with Section 47-24.1.M.

N. *Allocation of flex and reserve units in the South Regional Activity Center.*

1. Flex and reserve units may be allocated to a development site in the South Regional Activity Center land use as provided in the city's land use plan, subject to the following conditions:
 - a. Demonstration that the use of flex and reserve units supports and implements the specific goals, objectives and policies of the city's land use plan.
 - b. Flex and reserve units shall be allocated in accordance with the flex zone boundaries that contain the South Regional Activity Center land use designated area.
 - c. Site Plan Level II approval is required in accordance with Section 47-24, Development Permits and Procedures. An approval by DRC is subject to a city commission request for review, under the provisions of Section 47-26A.2.
 - d. The allocation of flex and reserve units shall expire and terminate upon the expiration of the site plan approval in accordance with Section 47-24.1.M.
 - e. Development applications located in the SRAC-Saw and SRAC-Saw zoning districts shall be reviewed to determine if the development is consistent with the Design Standards and

any subsequent amendments and criteria applicable to the proposed development as provided in the ULDR.

- f. Development sites not located in SRAC-Saw and SRAC-Saw zoning districts but located in the SRAC land use designed areas shall incorporate elements consistent with the fundamental planning principles identified in the South Andrews Avenue Master Plan Design Standards.

(Ord. No. C-97-19, § 1(47-28), 6-18-97; Ord. No. C-97-51, § 9, 11-4-97; Ord. No. C-01-17, § 1, 5-1-01; [Ord. No. C-13-16, § 3, 6-4-13](#); [Ord. No. C-17-34](#), § 3, 10-3-17)

City of Hallandale Beach Code of Ordinances

Density Incentives in RAC Corridor Subdistrict & Greyhound Track Subdistrict

Sec. 32-191. - Purpose and intent.

The purpose and intent of the Central RAC district is to guide the redevelopment of land within the boundaries of the RAC land use category on the comprehensive plan's future land use map and the surrounding properties into a vibrant area that:

- (a) Provides a mix of uses within a pedestrian-friendly environment to meet the daily needs of workers, residents, and visitors;
- (b) Encourages higher densities and intensities within a half-mile of the planned commuter rail station;
- (c) Establishes a desirable residential location with a variety of housing types to accommodate a diverse population;
- (d) Promotes the optimum use of transit by maintaining and enhancing a continuous, inter-connected network of pedestrian- and bicycle-friendly streets that effectively links transit stations, bike routes, sidewalks, buildings, and open spaces;
- (e) Provides public open space in the form of parks, plazas, and greens; and
- (f) Encourages investment by accommodating new development at a range of scales including individual infill buildings and large redevelopment projects.

(Ord. No. 2014-31, § 24(Exh. B), 11-5-2014)

Sec. 32-195. - RAC Corridor subdistrict standards.

- (a) *Purpose and intent* . The RAC Corridor subdistrict is the most intense subdistrict in the RAC, accommodating a wide range of uses, including major employment, shopping, civic, and entertainment destinations as well as residential uses. Located along wide, existing commercial corridors, this subdistrict will have the largest scale of redevelopment and will create a vibrant, pedestrian-friendly, mixed-use district along main transit routes, in close proximity to the planned Tri-Rail Coastal Link station.
- (b) *Lot size and building placement* . Table 32-195(a) provides the dimensional requirements regarding lot size, lot coverage, building setbacks, and building frontage for the RAC Corridor subdistrict. Figure 32-195(a) illustrates the dimensional requirements from the table.
 - (1) A minimum of 75 percent of the linear width of the lot along a primary street shall be occupied by the primary facade of a building, located in accordance with the minimum and maximum setbacks in Table 32-195(a).
 - (2) Secondary streets do not have a required minimum building frontage and buildings shall be located in accordance with the minimum setback in Table 32-195(a).
 - (3) Buildings taller than five stories are subject to additional setback requirements in order to ensure harmony among adjacent buildings and architectural articulation of building mass.
 - (4) Buildings with more than 250 feet of street frontage shall provide a pedestrian passageway at least ten feet wide connecting rear parking to the sidewalk in the public right-of-way that the building faces.
- (c) *Building size and height*.
 - (1) On primary streets, the minimum building height is two stories in height or one story at least 20 feet tall.

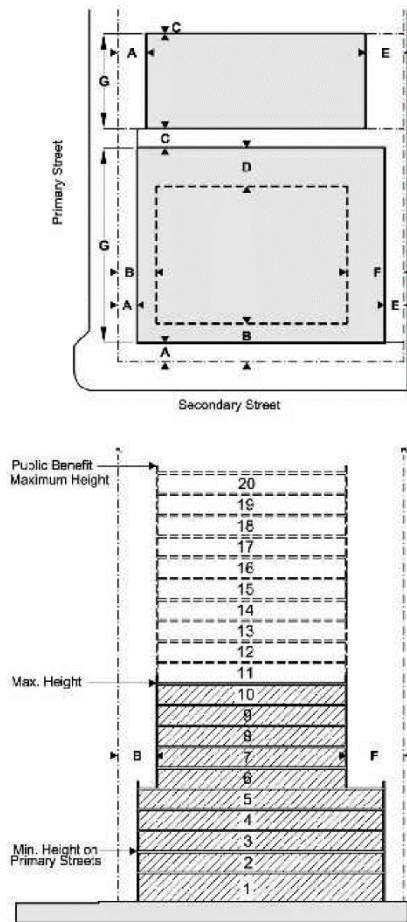
- (2) Maximum building height is ten stories, except that buildings which provide all the following public benefits may build to 15 stories:
 - a. Provide a total of 7.5 percent of the site, or the portion of the site proposed for development in a multi-phased project, as civic open space(s); and
 - b. Provide street/streetscape improvements consistent with the city's complete streets efforts, on both sides of adjacent rights-of-way; and
 - c. On secondary streets fully conceal parking levels at the sidewalk level for a depth of at least 20 feet by a story containing active uses, such as residential, office, or retail.
- (3) Developments which meet the criteria in section (2) above, have 100 feet or more of frontage along federal highway, and are on three or more contiguous acres under unified ownership may receive approval from the city commission for five additional stories, for a total of 20.
- (4) Within the Central RAC zoning district, there is hereby established a RAC Corridor transition area, which encompasses the area shown on the City of Hallandale Beach's Official Zoning Map. Developments which meet the criteria in subsection (2) above within RAC Corridor transition area, shall be limited to a maximum of 14 stories in height.
- (5) Developments which meet the criteria in subsection (2) above, are encompassed within any block located south of Bluesten Park with frontage on federal highway, and are on one or more contiguous acres under unified ownership may receive approval from the city commission for five additional stories, for a total of 20; provided however, that any portion of the development within the RAC Corridor transition area shall be limited in height to 14 stories.

Table 32-195(a) RAC Corridor Subdistrict Dimensional Requirements		
Lot Size		
Lot Width		50 ft. min.
Lot Area		5000 sf. min./100,000 max.
Lot Coverage		95% max.
Minimum Landscape Area		5%
Building Placement		
A	Federal Hwy & Hallandale Beach Blvd.	15 ft. min. 20 ft. max.
	Primary Street Setback ¹	10 ft. min. 15 ft. max.

	Secondary Street Setback ¹	10 ft. min.
B	Street Above the 5 th Story	20 ft.
C	Interior Side Setback	0 ft. min. ²
D	Side Above the 5 th Story	30 ft. min.
E	Rear Setback	10 ft. min.
F	Rear Above the 5 th Story	30 ft. min.
G	Building Frontage on Primary Streets	75% min. 100% max.
Building Size & Height		
	Min. Height Primary Streets	2 Stories, or 1 Story 20 ft. high
	Base Building Height Limit	10 Stories
	Maximum Building Height Limit	20 Stories
Density		
	Base Density	18 du/ac
	Max. Density	70-90 du/ac
Civic Open Space Requirement		
	All Sites 40,000 sq. ft. or more	5%
	All Sites Exceeding Base Density or Base Height Limit	7.5%
¹ Side lot lines facing streets are regulated by front setback requirements. ² All light and air shafts shall be provided within the lot See section 4.4.13(D)(1)(b)(2)		

Figure 32-195(a)
RAC Corridor Building

Placement & Height



(d) *Building uses and density.*

- (1) *Specific uses.* Specific uses in the RAC Corridor subdistrict shall conform to the regulations in section 32-193.
- (2) *Conditional use standards.* Conditional uses must be approved pursuant to the provisions in section 32-964. In addition, the following regulations apply:
 - a. *Drive-through facilities for any use.* Drive-through facilities for any use shall have the drive-through window(s) and stacking area located behind buildings on primary streets. On secondary streets, drive-through facilities may be located to the rear or side of buildings.
 - b. *Public parking garages.* On primary streets, public parking garages open to the public as a principal use shall be lined along the sidewalk level for a depth of at least 20 feet by a story containing active use(s), such as residential, office, or retail.
 - c. *Interim parking lots.* Parcels no greater than 25,000 square feet in area may be approved for interim parking lots serving general business and residential areas for specific timeframes. Interim parking lots must be maintained with a dust-free surface and shall have a perimeter landscaping comprised of a continuous maintained hedge three to four feet in height with one tree every 30 feet along streets and residential properties, with final details to be incorporated as conditions of approval. The approval may specify an annual review

process that could result in revocation if these requirements and any other conditions of approval are not maintained.

- (3) *Base density*. The base density in Table 32-195(a) is the number of dwelling units allowed per acre.
 - (4) *Maximum density*. The maximum density in Table 32-195(a) is the number of dwelling units allowed per acre based upon all the following performance criteria and the approval process set forth in sections 32-205 and 32-206:
 - a. For density up to 70 du/ac, projects shall:
 1. Provide a total of 7.5 percent of the site, or the portion of the site proposed for development in a multi-phased project, as civic open space(s);
 2. Fully conceal parking garage levels on secondary streets at the sidewalk level for a depth of at least 20 feet by a story containing active use(s), such as residential, office, or retail; and
 3. Provide street/streetscape improvements consistent with the city's complete streets efforts, on both sides of adjacent rights-of-way.
 - b. For density up to 90 du/ac, in addition to the criteria in (d)(4)(a), projects shall:
 1. Provide at least 15 percent of the project's residential units as workforce housing or contribute to the city's affordable housing fund; and
 2. Provide at least 10 percent more parking than the amount required, accessible to the general public on an hourly or daily basis, with a fee to be determined by the owner.
- (e) *Frontage standards*.
- (1) The front setback and side setbacks facing streets shall be hardscaped with the following design characteristics:
 - a. Street trees shall be installed as set forth in section 32-201(c).
 - b. A pedestrian walkway shall be accommodated as set forth in section 32-201(b).
 - c. Any setback area not needed to accommodate a pedestrian walkway may be landscaped using trees, potted plants in removable planters, and ground planting that does not obstruct views into windows, and may also be used to accommodate merchandise displays or outdoor dining areas.
 - (2) The main entrance(s) to ground story lobbies or commercial space(s) shall be directly from and face a public right-of-way or civic open space. Doors allowing public access shall occur at intervals no greater than 75 feet.
 - (3) Building entrances shall use at least one of the following frontage types detailed in section 32-201:
 - a. Stoop;
 - b. Forecourt;
 - c. Bracketed balcony;
 - d. Storefront;
 - e. Arcade/colonnade.
- (f) *Other applicable standards*. See section 32-194 and sections 32-201 through 32-204 for standards that also apply to the RAC Corridor subdistrict.

(Ord. No. 2014-31, § 24(Exh. B), 11-5-2014; Ord. No. 2015-14, § 1, 10-7-2015)

Sec. 32-200. - Greyhound track subdistrict standards.

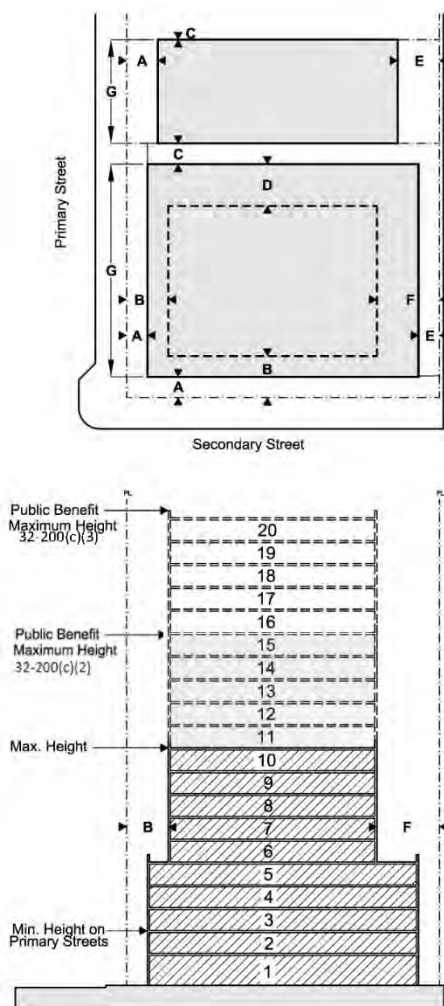
- (a) *Purpose and intent.* The Greyhound track subdistrict is intended to be a mixed use and commerce area accommodating a wide range of uses including commercial, residential, and some industrial uses.
- (b) Table 32-200(a) provides the dimensional requirements regarding lot size, lot coverage, building setbacks, and building frontage for the RAC Greyhound track subdistrict. Figure 32-200(a) illustrates the dimensional requirements from the table.
- (1) A minimum of 75 percent of the linear width of the lot along a primary street shall be occupied by the primary facade of a building, located in accordance with the minimum and maximum setbacks in Table 32-200(a).
 - (2) Secondary streets do not have a required minimum building frontage and buildings shall be located in accordance with the minimum setback in Table 32-200(a).
 - (3) Buildings taller than five stories are subject to additional setback requirements in order to ensure harmony among adjacent buildings and architectural articulation of building mass.
 - (4) Buildings with more than 250 feet of street frontage shall provide a pedestrian passageway at least ten feet wide connecting rear parking to the sidewalk in the public right-of-way that the building faces, and generally mid-point of the building frontage.
- (c) *Building size, height and lot area.*
- (1) On primary streets, the minimum building height is two stories in height or one story at least 20 feet tall.
 - (2) Maximum building height is ten stories, except that buildings which provide all the following public benefits may build to 15 stories:
 - a. Provide a total of seven and one-half percent of the site, or the portion of the site proposed for development in a multi-phased project, as civic open space(s); and
 - b. Provide street/streetscape improvements consistent with the city's complete streets efforts, on both sides of adjacent rights-of-way; and
 - c. On secondary streets fully conceal parking levels at the sidewalk level for a depth of at least 20 feet by a story containing active uses, such as residential, office, or retail.
 - (3) Developments which meet the criteria in subsection (2) above, have 100 feet or more of frontage along Pembroke Road, and are on three or more contiguous acres may receive approval from the city commission for five additional stories, for a total of 20.
 - (4) Site plan approval may be granted by the city commission in accordance with section 32-205, approval processes, for a development that is less than five contiguous acres in lot area under unified control. Such development shall not be subject to the Central RAC regulations contained in section 32-204, street and block standards.

Table 32-200(a) Greyhound Track Subdistrict Dimensional Requirements	
Lot Size	
Lot Width	50 ft. min.

Lot Area		5,000 sq. ft. min./100,000 sq. ft. max. ⁵
Lot Coverage		95% max
Minimum Landscape Area		5% min.
Building Placement		
A	Primary Street Setback ¹	10 ft. min. 15 ft. max.
	Secondary Street Setback	10 ft. min.
B	Street Above the 5 th Story	20 ft.
C	Interior Side Setback	0 ft. min. ²
D	Side Above the 5 th Story	30 ft. min.
E	Rear Setback	10 ft. min.
F	Rear Above the 5 th Story	30 ft. min.
G	Building Frontage on Primary Streets	75% min. 100% max.
Building Size & Height		
Min. Height Primary Streets		2 Stories, or 1 Story 20 ft. high
Base Building Height		10 Stories
Maximum Building Height Limit ³		15 Stories ³
Maximum Building Height Limit ⁴		20 Stories ⁴
Density		
Base Density		50 du/ac
Max. Density		Up to 90 du/ac ⁶
Civic Open Space Requirement		

All Sites 40,000 sq. ft. or more	5%
All Sites Exceeding Base Density or Base Height Limit	7.5%
¹ Side lot lines facing streets are regulated by front setback requirements. ² All light and air shafts shall be provided within the lot see section 32-194(b)(2)b. ³ Subject to section 32-200(c)(2). ⁴ Subject to section 32-200(c)(3). ⁵ Subject to section 32-200(c)(4). ⁶ Subject to section 32-200(d)(4)a. and b.	

Figure 32-200(a)
Greyhound Track Building
Placement & Height



(d) *Buildings uses and density.*

- (1) *Specific uses.* Specific uses in the RAC Greyhound track subdistrict shall conform to the regulations in section 32-193, allowable uses.
 - a. *Public parking garages.* On primary streets, public parking garages open to the public as a principal use shall be lined along the sidewalk level for a depth of at least 20 feet by a story containing active use(s), such as residential, office or retail.
- (2) *Conditional use standards.* Conditional uses must be approved pursuant to the provisions in section 32-964, conditional uses. In addition, the following regulations apply:
 - a. *Drive-through facilities for any use.* Drive-through facilities for any use shall have the drive-through window(s) and stacking area located behind buildings on primary streets. On secondary streets, drive-through facilities may be located to the rear or side of buildings.
 - b. *Interim parking lots.* Parcels no greater than 25,000 square feet in area may be approved for interim parking lots serving general business and residential areas for specific timeframes. Interim parking lots must be maintained with a dust-free surface and shall have perimeter landscaping comprised of a continuous maintained hedge three to four feet in height with one tree every 30 feet installed along streets and residential properties, with final details to be incorporated as conditions of approval. The approval may specify an annual review process that could result in revocation if these requirements and any other conditions of approval are not maintained.
- (3) *Base density.* The base density in Table 32-200(a) is the number of dwelling units allowed per acre.
- (4) *Maximum density.* The maximum density in Table 32-200(a) is the number of dwelling units allowed per acre based upon all the following performance criteria and the approval process set forth in sections 32-205, approval processes, and 32-206, RAC density allocation standards:
 - a. For density up to 70 du/ac, projects shall:
 1. Provide a total of seven and one-half percent of the site, or the portion of the site proposed for development in a multi-phased project, as civic open spaces(s);
 2. Fully conceal parking garage levels on secondary streets at the sidewalk level for a depth of at least 20 feet by a story containing active use(s), such as residential office, or retail; and
 3. Provide street/streetscape improvements consistent with the city's complete streets efforts, on both sides of adjacent rights-of-way.
 - b. For density up to 90 du/ac, in addition to the criteria in (d)(4)(a), projects shall:
 1. Provide at least 15 percent of the project's residential units as workforce housing or contribute to the city's affordable housing fund; and
 2. Provide at least ten percent more parking than the amount required, accessible to the general public on an hourly or daily basis, with a fee to be determined by the owner in consultation with the city manager.

(e) *Frontage standards.*

- (1) The front setback and side setbacks facing streets shall be hardscaped with the following design characteristics:
 - a. Street trees shall be installed as set forth in section 32-201(c), frontage standards.
 - b. A pedestrian walkway shall be accommodated as set forth in section 32-201(b), frontage standards.
 - c. Any setback area not needed to accommodate a pedestrian walkway as determined by the city may be landscaped using trees, potted plants in removable planters, and ground planting

that does not obstruct views into windows, and may also be used to accommodate merchandise displays or outdoor dining areas.

- (2) The main entrance(s) to ground story lobbies or commercial space(s) shall be directly from and face a public right-of-way or civic open space. Doors allowing public access shall occur at intervals no greater than 75 feet.
- (3) Building entrances shall use at least one of the following frontage types detailed in section 32-201:
 - a. Stoop;
 - b. Forecourt;
 - c. Bracketed balcony;
 - d. Storefront;
 - e. Arcade/colonnade;
 - f. Porch.
- (f) *Other applicable standards.* See section 32-194, configuration of buildings, and section 32-203, Central RAC parking standards; for standards that also apply to the RAC Greyhound track subdistrict.

(Ord. No. 2014-31, § 24(Exh. B), 11-5-2014; Ord. No. 2016-20, § 1, 10-19-2016)

City of Hallandale Beach Water and Wastewater Impact Fee Ordinance

Sec. 30-245. - Short title.

This article shall be known and may be cited as the "City of Hallandale Beach Water and Wastewater Impact Fee Ordinance."

(Ord. No. 2014-22, § 2, 8-20-2014)

Sec. 30-252. - Exemptions.

- (a) It is the intent of this article that all new users (connections) or new demand on the system created through expansions or renovations, pay its apportioned share of capital costs and carrying costs as outlined in section 30-254; therefore, all impact fees and AGRCs calculated are to be collected. The purpose of this section is to encourage development of affordable housing through the use of other available funds. When other available funds are designated and available for economic development incentives, the City of Hallandale Beach reserves the right to waive direct payment of the impact fees and/or AGRCs by the developer and to pay the charges from the other available funds account.
- (b) Applicants for building permits who wish to seek an exemption from water and wastewater impact fees and/or AGRCs shall apply for the exemption on forms prescribed by the city manager or his/her designee. The applicant must certify that the property is within a community redevelopment district and that upon completion the dwelling unit(s) will qualify as affordable housing and will be maintained as affordable housing in accordance to city policy after issuance of a certificate of occupancy. If the dwelling units are not maintained as affordable housing, then the impact fees and/or AGRCs which would have been payable but for this exemption shall be due and payable at once, prorated on an annual basis for the number of years less than the amount designated by city policy during which the dwelling units will not be maintained as affordable housing.
- (c) Any exemption sought must be approved by the city manager or his/her designee before it takes effect. Applicants will be expected to meet with the city manager or his/her designee to provide evidence in support of their claim to an exemption. No exemption shall be automatic and it shall be

within the sole discretion of the city manager or his/her designee whether to grant or deny any exemption, based not only on the criteria specified herein to qualify for the exemption but also on the availability of other available funds and such other considerations as the city manager or his/her designee deems appropriate in the public interest.

- (d) No other exemptions and/or provisions are expressed or implied by this section.

(Ord. No. 2014-22, § 2, 8-20-2014)

Sec. 30-253. - Required time of payment.

Impact fees and AGRCs must be paid prior to the issuance of a building permit. A building permit will not be issued until these fees have been paid.

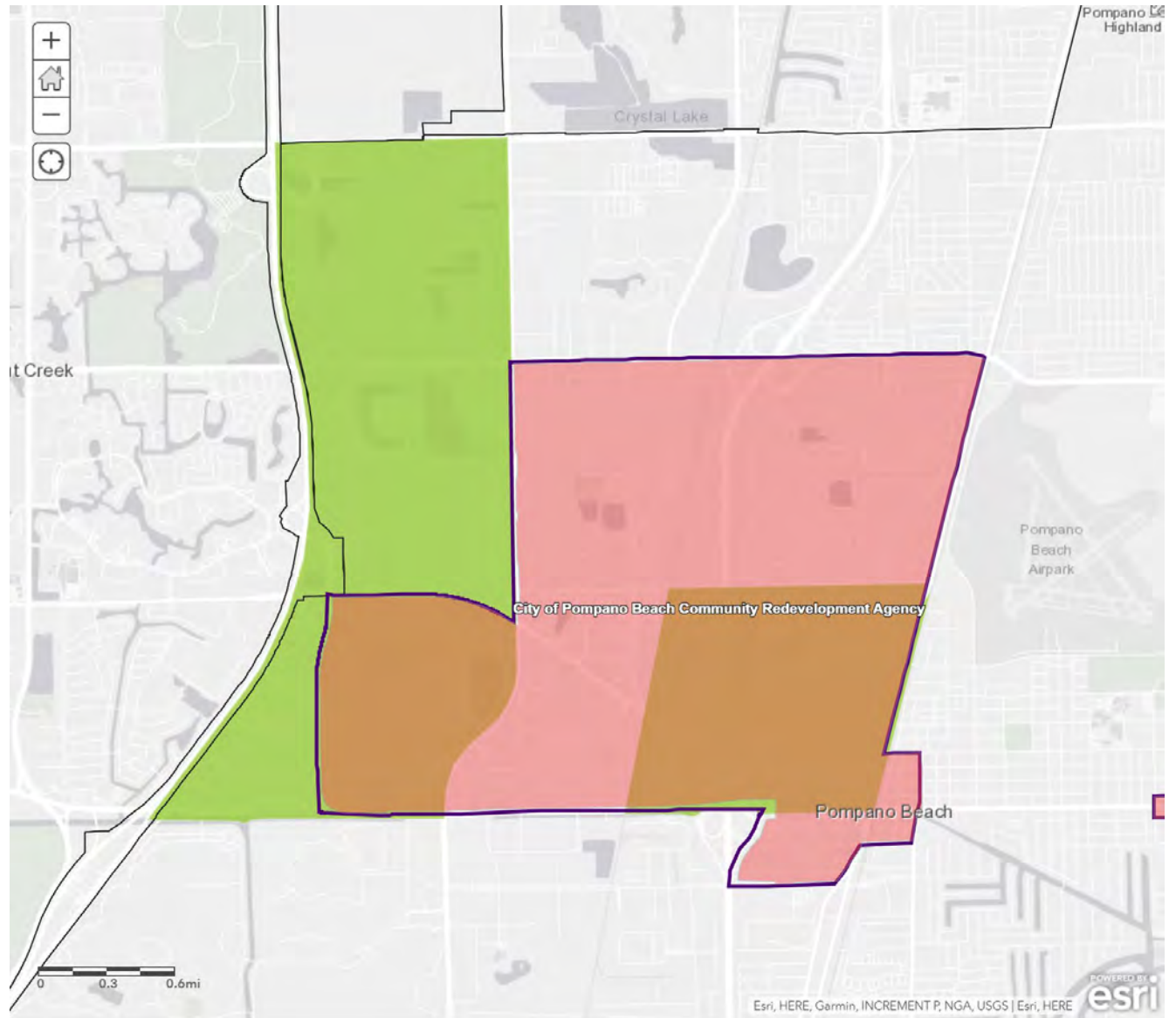
(Ord. No. 2014-22, § 2, 8-20-2014)

Sec. 30-254. - Financing policy.

- (a) In order to be eligible for financing required payments of water and/or wastewater impact fees and AGRCs, the cumulative fees must exceed \$20,000.00. In addition, the development or project for which financing is being sought must qualify either as affordable housing as defined in this article, or must constitute a commercial or industrial venture.
- (b) Any applicant who seeks to finance impact fees and AGRCs shall apply on forms promulgated by the city manager or his/her designee, and shall include with the application proof of qualification as affordable housing, or a commercial or industrial venture. Any application for financing must be approved by the city manager or his/her designee, which shall have sole discretion to approve or reject any application based on the criteria in this article, the financial health and status of the trust funds created by this article, and such other factors as the city manager or his/her designee deems relevant in the public interest. Financing of impact fees and AGRCs is not a matter of right.
- (c) *Financing terms.*
 - (1) Financing will be established at a five-year fixed rate, which the rate shall be equal to the prime rate which is available at that time at local banking institutions.
 - (2) The customer shall pay 20 percent of the total impact fees and AGRCs at the time financing is extended and the balance shall be paid over five years and the deferred balance shall bear interest at the prime rate available at local banks on the date the financing is extended.
 - (3) The impact fee and AGRC obligation shall be paid in monthly installments.
 - (4) The balance due to the city may be paid in full at any time before the maturity date without payment of penalty.

(Ord. No. 2014-22, § 2, 8-20-2014)

City of Pompano Beach Community Redevelopment Agency Area Within Opportunity Zone



CHAPTER 38: POMPANO BEACH COMMUNITY REDEVELOPMENT AGENCY

Section

- 38.01 Intent
- 38.02 City Commission as the Community Redevelopment Agency
- 38.03 Community Redevelopment Plan
- 38.04 Delegation of Power
- 38.05 Chapter as supplemental
- 38.06 Community Redevelopment Plan adopted
- 38.07 Redevelopment Trust Fund

§ 38.01 INTENT.

There is hereby established the Pompano Beach Community Redevelopment Agency, a public body corporate and politic, having all the powers necessary or convenient to carry out and effectuate the purposes and provisions of F.S. Chapter 163, Part III and this chapter, subject to all limitations set out therein. The Pompano Beach Community Redevelopment Agency shall be referred to hereinafter as "the Agency."

(Ord. 89-27, passed 12-20-88)

§ 38.02 CITY COMMISSION AS THE COMMUNITY REDEVELOPMENT AGENCY.

(A) The City Commission and its successors in office are hereby severally constituted as the City Board of Commissioners of the Pompano Beach Community Redevelopment Agency.

(B) The powers of the Community Redevelopment Agency shall be exercised by the Commissioners thereof. A majority of the Commission shall constitute a quorum for the purpose of conducting business and exercising the powers of the Agency as set forth in the Community Redevelopment Act, and for all other purposes. Any action may be taken by the Agency upon a vote of the majority of the Commissioners.

(C) A Commissioner shall receive no compensation for his or her services but shall be entitled to the necessary expenses, including traveling expenses, incurred in the discharge of his or her duties.

(D) Upon election to the office of City Commissioner, acceptance of such election results by the City Commission shall be conclusive evidence of the due and proper appointment as the Commissioners to the Agency. The term of office of the Agency shall be co-extensive with the term of office as a City Commissioner.

(E) The Agency shall be bound by Roberts Rules of Order, Revised.

(F) The Mayor and Vice Mayor of the City Commission shall be the Chairperson and Vice-Chairperson of the Agency.

(Ord. 91-69, passed 7-9-91; Am. Ord. 91-71, passed 7-23-91; Am. Ord. 2002-06, passed 10-23-01)

§ 38.03 COMMUNITY REDEVELOPMENT PLAN.

The Agency shall prepare or cause to be prepared a Community Redevelopment Plan as described in F.S. § 163.360, for any area that the City Commission has, by resolution, determined to be a slum area, blighted area, or area in which there is a shortage of housing affordable to residents of lower or moderate income, including the elderly or a combination thereof.

(Ord. 89-27, passed 12-20-88)

§ 38.04 DELEGATION OF POWER.

(A) The City Commission hereby delegates to the Agency each of the powers set forth in F.S. § 163.370, with the exception of the following powers which are not delegated to the Agency:

(1) The power to zone or rezone any part of the municipality or make exceptions from building regulations (F.S. § 163.370(1)(l)).

(2) The power to close, vacate, plan, or re-plan streets, roads, sidewalks, ways, or other places and to plan or re-plan any part of the municipality (F.S. § 163.370(1)(m)).

(B) Within the community redevelopment area, the City Commission specifically approves of the exercise of the power of eminent domain by the Agency and that power is hereby conferred upon the Agency.

(C) However, the city retains the right to exercise any of the powers delegated herein to the Agency and such powers shall not be deemed to be vested exclusively in the Agency.

(Ord. 89-27, passed 12-20-88; Am. Ord. 2005-39, passed 2-22-05)

§ 38.05 CHAPTER AS SUPPLEMENTAL.

This chapter shall be deemed supplemental to the provisions of F.S. Chapter 163, Part III, the provisions of which are incorporated herein by reference.

(Ord. 89-27, passed 12-20-88)

§ 38.06 COMMUNITY REDEVELOPMENT PLAN ADOPTED.

(A) The City Commission hereby adopts and approves the Community Redevelopment Plan presented by the Community Redevelopment Agency and as attached to Ord. 90-9, passed 10-24-89, and which is hereby adopted by reference.

(B) The City Commission finds that the Plan provides for the following:

(1) A feasible method for the location of families who will be displaced from the Community Redevelopment Area in decent, safe and sanitary dwelling accommodations within their means and without undue hardship to such families;

(2) The Community Redevelopment Plan conforms to the Pompano Beach Comprehensive Plan;

(3) The community redevelopment gives due consideration to the provision of adequate park and recreational areas and facilities that may be desirable for neighborhood improvement, with special consideration for the health, safety and welfare of children residing in the Community Redevelopment Area; and

(4) The Community Redevelopment Plan affords maximum opportunity, consistent with the sound needs of the city as a whole, for the rehabilitation and redevelopment of the Community Redevelopment Area by private enterprise.

(Ord. 90-9, passed 10-24-89)

§ 38.07 REDEVELOPMENT TRUST FUND.

(A) The City Commission hereby creates the Pompano Beach Redevelopment Trust Fund. All tax increment revenues accruing to the Pompano Beach Community Redevelopment Agency, as defined in F.S. § 163.387, shall be deposited in the Pompano Beach Redevelopment Trust Fund. Funds allocated to and deposited in the Pompano Beach Redevelopment Trust Fund shall be used by the Pompano Beach Community Redevelopment Agency to finance or refinance any community redevelopment the Community Redevelopment Agency undertakes pursuant to the adopted Community Redevelopment Plan as said plan may be amended from time to time.

(B) The Pompano Beach Community Redevelopment Agency may expend funds from the Pompano Beach Redevelopment Trust Fund from time to time for any and all purposes provided in the Florida Community Redevelopment Act of 1969, F.S. Chapter 163, Part III.

(C) The Pompano Beach Community Redevelopment Agency shall include in its annual audit report all financial data relating to the Pompano Beach Redevelopment Trust Fund required by F.S. § 163.356(3)(c).

(Ord. 90-10, passed 10-31-89)

GENERAL

§ 154.01 PURPOSE.

The purpose of this chapter is to ensure that development is consistent with the level of service standards for public facilities which are contained in the comprehensive plan; implement the provisions of the comprehensive plan regarding flexibility and reserve units; and implement standards related to affordable housing.

(Ord. 2014-19, passed 2-11-14)

§ 154.02 DEFINITIONS.

(A) For the purpose of this chapter the following definitions shall apply unless the context clearly indicates or requires a different meaning.

ACT. The Local Government Comprehensive Planning Act, F.S. §§ 163.3161, et seq., as amended.

AGENCY. The local planning agency of the city as provided in this chapter.

BOARD. The Planning and Zoning Board of the city.

COMMISSION. The City Commission.

COMMUNITY PARK. Recreational areas having a size ranging from 10-40 acres with a service radius of up to ±1 mile, designed to serve several neighborhoods or major portions of the city, whose desirable location is along a collector or arterial street. Typical facilities may include: swimming pools; ball fields; tennis courts; basketball courts; shuffleboard courts; recreation buildings and football or soccer fields; picnic areas; walking and/or bicycle paths; and athletic exercise trails.

DUPLEX. See **DWELLING, TWO-FAMILY**.

DWELLING, SINGLE FAMILY. One dwelling unit, other than a mobile home, sharing no walls with

another dwelling unit.

DWELLING, TWO-FAMILY. A single detached dwelling containing two dwelling units. The units may be located side by side in a horizontal configuration and/or stacked one above the other in a vertical configuration, sharing common vertical walls and/or horizontal floors and ceilings.

ERC'S. Equivalent residential connection.

FOURPLEX. Four dwelling units in one building.

GARDEN APARTMENT. Four or more dwelling units not separated by party walls in a building not exceeding three stories.

HIGH-RISE APARTMENT. Four or more dwelling units in a building with four or more stories.

LEVEL OF SERVICE (LOS). An indicator of the extent or degree of service provided by, or proposed to be provided by a facility based on and regulated to the operational characteristics of the facility. Level of service shall indicate the capacity per unit of demand for each public facility.

LOW INCOME HOUSING UNIT. A housing unit which is affordable by one or more natural persons or a family, with a total annual adjusted gross household income which does not exceed 80% of the median annual adjusted gross income for households within the county in which the person or family resides.

MODERATE INCOME HOUSING UNIT. A housing unit which is affordable by one or more natural persons or a family, with a total annual adjusted gross household income which does not exceed 120% of the median annual adjusted gross income for households within the county in which the person or family resides.

NEIGHBORHOOD PARK. Recreational areas having a size ranging between five to ten acres serving a population up to 5,000 and providing service within a radius of up to one-half mile. Typical facilities may include: tot lots; tennis courts; basketball courts; handball/racquetball courts; shuffleboard courts; and space for one or more of the following team sports: football, softball, baseball and soccer.

PLAN. The comprehensive plan of the city as meets the criteria of the act and this chapter.

REGIONAL ROADWAY NETWORK. Those roadways contained within the Broward County Metropolitan Planning Organization's adopted Year 2025 Highway Network, except for those roads functionally classified as city collector roads.

TOWNHOUSE. Three or more attached dwelling units separated by party walls (as defined in the Florida Building Code), in a building not exceeding three stories.

TRIPLEX. Three dwelling units in one building.

URBAN PARK AND OPEN SPACES. Landscaped or natural open areas, located in developed areas. Their principal function is to provide visual relief and scenic vistas within the built-up urban environment. Depending upon their location, the size of urban spaces may vary from one-tenth of an acre to several hundred acres. Urban open spaces come in a variety of shapes; some may be linear along roads or canals, some may be vest pocket parks smaller than one acre, some may preserve remnants of past ecological vegetative communities; and some may commemorate past historical sites.

WORKFORCE HOUSING UNIT. A housing unit which is affordable by one or more natural persons or a family, with a total annual adjusted gross household income which does not exceed 140% of the median annual adjusted gross income for households within the county in which the person or family resides.

(B) In addition to the above definitions, all definitions contained in the Local Government Comprehensive Planning Act, F.S. §§ 163.3161, et seq., as amended are hereby incorporated by reference into this section.

('58 Code, § 41.10) (Ord. 76-32, passed 3-2-76; Am. Ord. 79-38, passed 3-27-79; Am. Ord. 82-57, passed 6-1-82; Am. Ord. 2014-19, passed 2-11-14)

FLEXIBILITY AND REDEVELOPMENT UNITS AND NONRESIDENTIAL FLEXIBILITY

§ 154.60 DEFINITIONS.

For the purpose of this subchapter the following words and phrases shall have the meanings herein set forth.

FLEXIBILITY UNIT. Shall be equal to the difference between the number of dwelling units permitted within a flexibility zone by the Broward County Land Use Plan and the number of dwelling units permitted within the local government's certified future land use plan map, plus additional remaining permitted dwelling units, fixed at the adoption date of the 2017 Broward County Land Use Plan and formerly defined as "Reserve Units," which were equal to two percent of the total number of dwelling units permitted by the local government's certified future land use plan map.

REDEVELOPMENT UNITS. Additional permitted dwelling units equal to three percent of the total

number of dwelling units as established by the adoption of the 2017 BrowardNext Broward County Land Use Plan. Local governments may apply for redevelopment unit allocations as specified in the 2017 BrowardNext Land Use Plan, as may be amended from time-to-time. These units can be assigned to specific Redevelopment Unit Receiving Areas, which the city must establish, per the county's requirements, at the time of application for Redevelopment Units. Redevelopment Units can be requested when there are 250 or fewer flexibility units remaining for use by the city.

THE 5% RULE: NONRESIDENTIAL FLEXIBILITY. The Broward County Land Use Plan and the City of Pompano Beach Comprehensive Plan permit up to five percent of the area with a designated residential land use category to be used for neighborhood commercial uses without applying for a land use plan amendment, as identified and in accordance with the 2017 Broward County Land Use Plan, based on the rules established within the county's "Administrative Rules Document: 2017 Broward County Land Use Plan", as may be amended from time to time.

THE 20% RULE: RESIDENTIAL FLEXIBILITY. The Broward County Land Use Plan and the City of Pompano Beach Comprehensive Plan permit 20 percent of the lands designated "Commerce" on the 2017 Broward County Land Use Plan Map to be used for residential use (with the application of flexibility or redevelopment units) without a City or County Land Use Plan Amendment in accordance with the rules established within the county's "Administrative Rules Document: Broward County Land Use Plan" and the F.S. Chapter 163 plan adoption and amendment process.

(Ord. 2013-34, passed 1-8-13; Am. Ord. 2018-06, passed 10-10-17; Am. Ord. 2019-17, passed 1-8-19)

§ 154.61 REDEVELOPMENT AND FLEXIBILITY UNITS.

(A) In conformance with the Comprehensive Plan, flexibility and redevelopment units as defined in § 154.60 of this chapter, may be allocated to authorize multifamily dwellings for residential projects or mixed use projects on properties with commercial land use designations (limited to 20% of the total lands designated Commerce in the county's 2017 Land Use Plan) or additional units on properties with residential land use designations. Approval of an allocation of flexibility and redevelopment units shall be achieved as outlined below.

(B) Distribution of flexibility and redevelopment units.

(1) Available flexibility and redevelopment units may be utilized by the city to rearrange residential densities consistent with the 2017 Broward County Land Use Plan provisions, as may be amended from time-to-time.

(2) Rearrangement of residential densities utilizing flexibility units will be administered within "flexibility zones." The County Land Use Plan effective as of June, 2017, approved through the BrowardNext process, identifies the entire boundary of Pompano Beach as one flexibility zone. The city can further restrict the area eligible to receive flex units through the adoption of a Residential and Nonresidential Flexibility Receiving Area Map. The rules associated with the allocation of flex units are established within the Broward County Planning Council's "Administrative Rules Document" as referenced in the city's Comprehensive Plan.

(3) Additional residential density utilizing redevelopment units will be administered within specific redevelopment unit receiving areas as established on the Redevelopment Unit Receiving Area Map, which must be adopted by the city and submitted to the county when the city applies for redevelopment units per the 2017 BrowardNext County Land Use Plan policies.

(4) The maximum number of dwelling units permitted by the city Future Land Use Plan shall not exceed the number of dwelling units permitted by the Broward County Future Land Use Plan.

(C) Procedure for Residential and Nonresidential (Per 5% Rule: Residential to Commercial) Flexibility Allocation and procedure for allowing Commercial Uses in Industrial Land Use Category.

(1) Step 1: Application submittal. The applicant shall submit an application to the Development Services Director as follows:

(a) The application is in the form established by the Development Services Director;

(b) The application is accompanied by the application fee as specified in Chapter 155, Appendix C: Fee Schedule; and

(c) The applicant includes information in sufficient detail to evaluate the application in order to determine whether it complies with the review standards listed in subsection (D) below, including a conceptual site plan.

(2) Step 2: Staff review. Applicable to a recommendation by the Development Service Director, following DRC review and comment based on the Application Review Standards listed in subsection (D) below.

(3) Step 3: Advisory body review and recommendation. Applicable to a recommendation by the Planning and Zoning Board based on the Application Review Standards listed in subsection (D) below. (Note: For applications requesting Commercial Uses in an Industrial Land Use Category, the P&Z Board will be the decision-making body and Step 3 will be the last step.)

(a) The Planning and Zoning Board hearing shall be noticed as follows:

1. Published notice. Notice of the P&Z public hearing shall be published at least five calendar days before the hearing date.

2. Mailed notice. Notice of the P&Z public hearing shall be mailed at least six business days before the hearing date to the following recipients: Applicant; owner(s) of land subject to the application; owners of real property within 500 feet of the parcel(s) subject to the application; and the local planning agency of the county or adjacent municipality, if its jurisdictional boundary lies within 500 feet of the parcel(s) subject to the application.

(4) Step 4: Decision-making body review and decision. Applicable to a final decision by the City Commission.

(a) The City Commission hearing shall be noticed as follows:

1. Published notice. Notice of the City Commission public hearing shall be published at least ten calendar days before the hearing date.

2. Mailed notice. Notice of the first City Commission public hearing shall be mailed at least ten calendar days before the hearing date to the following recipients: Applicant; owner(s) of land subject to the application; owners of real property within 500 feet of the parcel(s) subject to the application; and the local planning agency of the county or adjacent municipality, if its jurisdictional boundary lies within 500 feet of the parcel(s) subject to the application.

(5) The availability of redevelopment and flexibility units will become null and void upon the expiration of the time limits provided in the resolution allocating said flexibility and redevelopment units. Time extensions may be granted for good cause shown if sufficient progress is demonstrated.

(D) Application review standards. An application shall only be approved on a finding that there is competent substantial evidence in the record that all of the following standards are met:

(1) Consistency with applicable goals, objectives and policies of the city's Comprehensive Plan and this chapter.

(2) The use of the redevelopment and flexibility units; the establishment of nonresidential development within a residential land use designation; or the approval of commercial uses in an Industrial Land Use category will produce a reasonable development pattern. The criteria for reasonableness shall include compatibility of adjacent land uses and suitability of the parcel for various development patterns.

(3) Applications for the use of residential flexibility or redevelopment units requires an agreement to provide affordable housing units per subsection (E) below or an in lieu of fee in accordance with § 154.80, except that infill properties which are one-acre or less are exempt from this requirement.

(E) Affordable housing requirements.

(1) Definitions. The following definitions apply to this section.

LOW INCOME HOUSING UNIT. A unit which is affordable by a person or persons who have a combined income of up to 80% median income of Broward County.

MODERATE INCOME HOUSING UNIT. A unit which is affordable by a person or persons who have a combined income of 80% to 100% median income of Broward County.

WORKFORCE HOUSING UNIT. A unit which is affordable by a person or persons who have a combined income of 100% to 120% median income of Broward County.

(2) Purpose and intent. The purpose of this section is to promote the construction of affordable housing units in the city or the payment of funds in lieu of construction into the Local Affordable Housing Trust Fund through the allocation of flexibility and redevelopment units.

(3) To be eligible for the allocation of flexibility or redevelopment units the applicant must agree to provide affordable housing units on the application site of any one type or combination of types. Each different type of affordable housing units has a ratio which indicates how many affordable housing units shall be constructed for a specified number of flexibility or redevelopment units. The different types and their respective ratios are:

(a) Workforce housing: (100% to 120% median income), for every one workforce housing unit constructed, the applicant may be granted one flexibility or redevelopment unit.

(b) Moderate income housing: (80% to 100% median income) for every one moderate income housing unit constructed, the applicant may be granted three flexibility or redevelopment units.

(c) Low income housing: (up to 80% median income) for every one low income housing unit constructed, the applicant may be granted five flexibility or redevelopment units.

Table 1 Allocation of Flex and Redevelopment Units for Projects Containing Workforce Housing		
Ratio of workforce housing units to market units: 1 workforce housing unit to 1 market unit		
Total number of housing units proposed	Number of workforce units	Number of market rate units
2	1	1
4	2	2
6	3	3
8	4	4
10	5	5
12	6	6
14	7	7
16	8	8
18	9	9
20	10	10
22	11	11
24	12	12
26	13	13
28	14	14
30	15	15
Note: For housing developments above 30 units continue with the formula above. For housing developments with number of units not shown above, the number of required moderate housing units shall be the resulting whole number of the total number of housing units divided by 2.		

Table 2 Allocation of Flex and Redevelopment Units for Projects Containing Moderate Housing		
Ratio of workforce housing units to market units: 1 moderate housing unit to 3 market units		
Total number of housing units proposed	Number of moderate units	Number of market rate units
4	1	3
8	2	6
12	3	9
16	4	12
20	5	15
24	6	18
28	7	21
32	8	24
36	9	27
40	10	30
44	11	33

48	12	36
52	13	39
Note: For housing developments above 50 units continue with the formula above. For housing developments with number of units not shown above, the number of required moderate housing units shall be the resulting whole number of the total number of housing units divided by 4.		

Table 3 Allocation of Flex and Redevelopment Units for Projects Containing Low Income Housing		
Ratio of low income housing units to market units: 5 low income housing units to 1 market unit		
Total number of housing units proposed	Number of low income units	Number of market rate units
6	1	5
12	2	10
18	3	15
24	4	20
30	5	25
Note: For housing developments above 30 units continue with the formula above. For housing developments with number of units not shown above, the number of required low income housing units shall be the resulting whole number of the total number of housing units divided by 6.		

(4) Notwithstanding subsection (D)(2) above, off-site affordable units may be permitted if on-site construction is not found to be feasible, subject to the following. **OFF-SITE**, for the purposes of these provisions, is defined as within the city.

(5) Affordable housing units must be constructed according to the following guidelines:

(a) The unit mix (bedroom count per unit) of the affordable housing units should be proportional to the unit mix (bedroom count per unit) of the flexibility or redevelopment units.

(b) The affordable housing units may be marginally smaller and have appliances, fixtures and finish, which meet all minimum governmental standards to reduce overall development costs.

(c) The affordable housing units should be incorporated into the general site and design of the overall development and have a compatible exterior design.

(d) The applicant may select whether the proposed development will be owner occupied or renter occupied.

(6) The affordable housing units shall be maintained as such for a period of 30 years through the use of restrictive covenants. Applicant is required to have such restriction placed in the deed from the applicant.

(7) All of the affordable housing units shall receive certificates of occupancy before the final 10% of the flexibility or redevelopment units obtain certificates of occupancy.

(Ord. 2013-34, passed 1-8-13; Am. Ord. 2014-19, passed 2-11-14; Am. Ord. 2016-12, passed 10-27-15; Am. Ord. 2018-06, passed 10-10-17; Am. Ord. 2019-17, passed 1-8-19)

§ 154.62 NONRESIDENTIAL FLEXIBILITY.

(A) In conformance with the Comprehensive Plan, nonresidential flexibility based on the five percent rule for Residential to Commercial Flex as defined in § 154.60 of this chapter, may be allocated to authorize neighborhood commercial projects or mixed use projects on properties with a residential land use designation. Approval of nonresidential flexibility shall be achieved as outlined above in § 154.61(C).

(B) Distribution of nonresidential flexibility.

(1) Available nonresidential flexibility in accordance with the five percent rule may be utilized by the city to allow nonresidential development in a residential land use category without a city or county land use plan amendment subject to the 2017 Broward County Land Use Plan provisions, as may be amended

from time-to-time.

(2) Nonresidential flexibility will be administered within “flexibility zones.” The County Land Use Plan effective as of June 2017, approved through the Broward Next process, identifies the entire boundary of Pompano Beach as one flexibility zone. The city can further restrict the area eligible to receive nonresidential flexibility through the adoption of a Residential and Nonresidential Flexibility Receiving Area Map. The rules associated with the allocation of residential and nonresidential flexibility are established within the Broward County Planning Council’s “Administrative Rules Document” as referenced in the city’s Comprehensive Plan.
(Ord. 2018-06, passed 10-10-17)

AFFORDABLE HOUSING CONTRIBUTIONS

§ 154.80 AFFORDABLE HOUSING CONTRIBUTIONS.

(A) In lieu of providing affordable housing units on-site or off-site as required by regulations within Chapter 154 and Chapter 155 (Zoning) or pursuant to a land use plan amendment, a property owner may elect to contribute a fee in lieu of to be deposited into the city’s Local Affordable Housing Trust Fund. If this in lieu of option is taken for the allocation of flex or redevelopment units, the in lieu of fee will apply to every flex and redevelopment unit allocated to the project that is not classified as affordable in accordance with the requirements in § 154.61(E).

(B) For projects within an area that is subject to affordable housing requirements established through a Broward County Land Use Plan Amendment process, the fee to be paid to the city shall be \$2,333 per market-rate unit.

(C) The fee shall be paid to the city at the time of building permit.

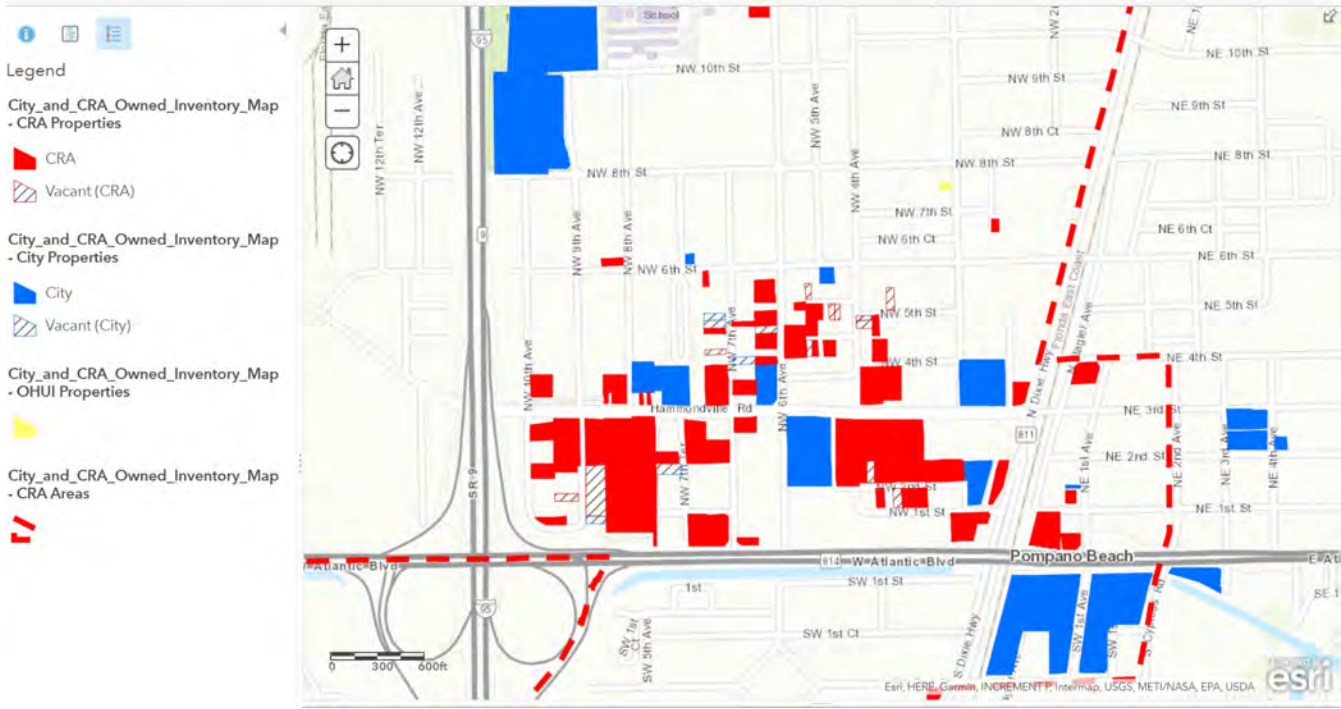
(D) The fee shall be reviewed a minimum of once every three years. The fee may be adjusted by the City Commission to reflect updated housing sales costs, development costs, land values and other considerations.

(Ord. 2014-19, passed 2-11-14; Am. Ord. 2018-06, passed 10-10-17; Am. Ord. 2019-17, passed 1-8-19)

CHAPTER 155: ZONING CODE

Note: Chapter 155 is maintained in a separate volume at: www.amlegal.com

Pompano Beach CRA/City Owned Vacant Lot Opportunities Within Opportunity Zone



BROWARD COUNTY

Regulatory Tools		Broward County	Cooper City	Coral Springs	Coconut Creek	Davie	Deerfield Beach	Fort Lauderdale	Hallandale	Lauderdale Lakes	Lighthouse Point	Miramar	North Lauderdale	Oakland Park	Plantation	Pembroke Pines	Sunrise	Tamarac
Zoning regulations that provide density incentives such as upzoning, zero-lot zoning, etc.		•		•		•		•							•		•	•
Accessory Dwelling Units			•			•												
Co-housing Development																		
Single Room Occupancy Dwellings												•		•				
Transfer of Development Rights		(flexibility zone units)				Use County flex zone units		•										
Minimum Housing Code		•		•	•		•		•				•	•			•	•
Expedited Permitting for All Housing						•		•	•									
Fast Track Development Review specifically for affordable housing (AH) units		•		•		•		•					•		•	•	•	•
	Certification or flagging of AH units	•		•		•		•							•	•		•
	All permit-related agencies under one roof			•				•					•	•				
	Assigning one staff person to see AH project through process	•		•		•		•					•				•	
	Alternative design standards for AH																	•
	Consolidated inspections																	
	Other methods			•											•			
Mixed-use zoning districts		•		•	•	•	•	•		•		•	•	•	•			•
Ensuring that existing affordable housing remains affordable housing		•				•		•										•
Rehabilitation to preserve housing stock		•			•	•	•	•				•	•		•		•	•
Special building code for rehabilitation										•								•
Commercial Linkage fees (require developers of low-wage commercial and industrial project to pay fees for providing affordable housing)																		
Residential linkage fees (require developers of high luxury housing to pay fees that will be used for affordable housing)																		
Land assembly/land banking system for affordable housing						County flex												

Regulatory Tools	Broward County	Cooper City	Coral Springs	Coconut Creek	Davie	Deerfield Beach	Fort Lauderdale	Hallandale	Lauderdale Lakes	Lighthouse Point	Miramar	North Lauderdale	Oakland Park	Plantation	Pembroke Pines	Sunrise	Tamarac
Assisting in clearing title and lien problems and other pre-development costs of affordable housing	•		•		•											•	•
Development fee waivers or reimbursement of fees or grants to affordable housing developers to cover impact fees	•		•		•							•					
Reimbursement					•												
Grants to cover fees	•				•												
Other													•				
Tax incentives to preserve and maintain existing housing stock																	
Converting public housing into mixed income housing																	
Inclusionary zoning-incentive based																	
Inclusionary zoning-mandated such as requiring developers to set aside a percentage of their development for low and moderate-income households							•										
Growth control exemptions for affordable housing-relaxing concurrency standards	•		•														
Incentives for adaptive reuse of historic, commercial, and/or underused buildings for affordable housing																	
Land Trusts																	
Other																	

BROWARD COUNTY

Financing Tools		Broward County	Cooper City	Coral Springs	Coconut Creek	Davie	Deerfield Beach	Fort Lauderdale	Hallandale	Lauderdale Lakes	Lighthouse Point	Miramar	North Lauderdale	Oakland Park	Plantation	Pembroke Pines	Sunrise	Tamarac
Community Development Block Grant Program		•	•	•	•	•	•	•	•	•		•	•	•	•	•	•	•
SHIP		•		•		•	•	•	•			•			•	•	•	•
SAIL		•							•									
HOME		•		•				•	•	•						•		
Neighborhood improvement grants or programs		•		•	•				•								•	
Infill grants		•				•												
Housing trust funds		•																•
Government Bonds		•				•												
Linked deposits for housing-municipalities select financial institutions for depositing local public funds based on the willingness of the institutions to contribute loans and other resources to priority public activities																		
Grants to affordable housing developers by local governments		•				•			•									
Federal Tax Credits		•				•												
Programs:																		
	Downpayment Assistance/ Closing Costs/ Second Mortgages	•		•		•		•		•		•	•		•	•	•	•
	Homeownership Training	•		•		•		•				•			•	•		

Implementation Tools		Broward County	Cooper City	Coral Springs	Coconut Creek	Davie	Deerfield Beach	Fort Lauderdale	Hallandale	Lauderdale Lakes	Lighthouse Point	Miramar	North Lauderdale	Oakland Park	Plantation	Pembroke Pines	Sunrise	Tamarac
Community bus system/ transit links		•	•		•	•	•	•	•		•	•			•			
Job training for high tech and other higher paying jobs						•												
Strategies/incentives to businesses providing higher paying jobs that commit to hire local workers rather than relocating workers from other regions									•									
Livable wage ordinance																		
Other												•						