



To: North Miami Community Redevelopment Agency Advisory Committee

Via: Alberto Destrade, Purchasing Director

From: Phillip Ford, Assistant Purchasing Director

Date: February 5, 2018

Re: Recommendation to Contract with The Metropolitan Center at Florida International University to Provide A Workforce/Affordable Housing Needs Assessment and Housing Revitalization Area Strategy

RECOMMENDATION

Staff is recommending that the North Miami Community Redevelopment Agency (CRA) Advisory Committee recommend approval of a contract to provide a Workforce/Affordable Housing Needs Assessment and Housing Revitalization Area Strategy (Study) with The Metropolitan Center at Florida International University (FIU) and authorization for the North Miami CRA Executive Director and CRA Attorney to finalize and execute an agreement with FIU for a contract amount not-to-exceed \$36,000.

BACKGROUND

The City of North Miami Comprehensive Plan requires the City to be active in identifying the housing needs of the community through periodical housing needs assessments. To that end, the CRA/CPD sought the services of the Metropolitan Center at FIU to conduct an assessment of the workforce/affordable housing needs in the community. This assessment will provide the CRA/CPD with current housing market conditions impacting the supply and demand of workforce/affordable housing and the data underpinnings for future housing policy and programming in the community.

FIU is one of twelve state universities that belongs to the Florida State University System. FIU was established in 1965. FIU is the 2nd largest in university Florida and the 4th largest in the United States by student enrollment. FIU is classified as a research university by the Florida Legislature.

The Metropolitan Center at FIU was established in 1997 as an applied research unit under the School of International and Public Affairs. The Center provides policy solutions to public, private and non-profit organizations in South Florida. The Center has produced several housing market studies in Florida. These studies include the Broward County Housing Linkage Fee Nexus Study, City of Marathon Workforce/Affordable Housing Assessment & Action Study, City of Fort Lauderdale Affordable Housing and Economic Analysis, the Rental Housing Study for Palm Beach

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and Martin Counties; the Broward County Affordable Housing Needs Assessment; the Palm Beach County Workforce Housing Needs Assessment; the Miami-Dade County Workforce Housing Needs Assessment and the Monroe County Affordable Housing Needs Assessment.

The request to enter into a contract with FIU is exempt from competitive bidding procedures in accordance with Section 7-168 of the Procurement Code, which states, *“the city shall be exempt from all competitive bidding procedures when it enters into an agreement with other governmental agencies or state funded institutions for the procurement of supplies and services”*.

Given the above, staff is requesting that the CRA Advisory Committee recommend approval of the issuance of a contract to Florida International University to provide a Workforce/Affordable Housing Needs Assessment and Housing Revitalization Area Strategy.

FUNDING

The cost of the Study is being funded by the North Miami CRA.

ATTACHMENTS

Proposed Resolution

Proposed Scope of Work

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NORTH MIAMI CRA

COMMUNITY REDEVELOPMENT AGENCY

Proposed Scope of Work

City of North Miami Workforce & Affordable Housing Needs
Assessment and Housing Revitalization Area Strategy

December 6, 2017

(revised 12.15.2017)

Submitted By:

FIU | Metropolitan
Center

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Who We Are - Organization Background

The Metropolitan Center at Florida International University (FIU) is the leading urban “think tank” in South Florida established in 1997 as an applied research unit under the School of International and Public Affairs (SIPA). The Center has a solid record of providing technical services to communities in the areas of economic development, housing, transportation and land use planning. The Center’s approach to providing technical services is to take into account the unique needs of individual communities, while adhering to recognized methodologies for data analysis and reporting. The Center houses the ongoing South Florida Regional Database Project, which includes asset mapping, best-practice research, proprietary data and full in-house Remote Sensing and Geographic Information Systems (GIS) capabilities. Moreover, the Metropolitan Center is a Census Information Center (CIS), which allows for early access to release data and data with restricted use. Since 1997 the Center has accumulated an impressive track record of local, regional and statewide public opinion and other types of survey research. Statewide public opinion polls and business surveys include the 2006-2010 Women-led Businesses Leadership Study, 2008 legislative issues poll, and the Hurricane Mitigation Study. The Metropolitan Center has also conducted regional and local surveys and focus groups for various organizations including Miami-Dade County, Univision, Miami Dade Expressway Authority, Broward County Department of Elections, the Greater Miami Chamber of Commerce and the Florida Department of Transportation.

The Metropolitan Center’s overarching goal is to assist organizations in improving their internal processes, governance and relationships with customers. To that end, the Metropolitan Center strives to develop research practices that will result in practical, usable data. In the context of local government organization and services, citizens and businesses can be viewed as customers of local government services. Thus, customer feedback may help local governments be more efficient in its delivery through process improvements or targeting of resources to specific areas.

The Center’s unique expertise is our ability to formulate comprehensive solutions to complex urban planning issues. Our multi-disciplinary team of experts has the capacity to deliver high quality plans with strong community support and a record of successful implementation. The Center has produced many successful and highly applauded housing market studies in Florida, including the leading studies for Miami-Dade, Palm Beach, Broward and Monroe Counties. These studies include the *Broward County Housing Linkage Fee Nexus Study*, *City of Marathon Workforce/Affordable Housing Assessment & Action Study*, *City of Fort Lauderdale Affordable Housing and Economic Analysis*, the *Rental Housing Study for Palm Beach and Martin Counties*; the *Broward County Affordable Housing Needs Assessment*; the *Palm Beach County Workforce Housing Needs Assessment*; the *Miami-Dade County Workforce Housing Needs Assessment* and the *Monroe County Affordable Housing Needs Assessment*. The Center has recently completed and presented *Housing Market Update and Municipal Scorecard* studies for Palm Beach and Broward Counties and the *South Florida Workforce Housing Needs Assessment*. The Center developed the “Municipal Scorecard for Affordable Housing Delivery©” model which was used to evaluate affordable housing performance in Palm Beach and Broward Counties.

The experience of the Center’s team of experts ensures the timely and reliable delivery of services. In addition, the Metropolitan Center has the unique capacity to draw on the expertise of FIU’s talented academic community. The Center serves as a “portal” for its clients to enable easy access to key FIU departments and research centers. The Center works closely with School of Architecture, Lehman Center for Transportation Research and Department of Public Administration. Lastly, the Center has a history of providing on-going support to its municipal clients above and beyond the

negotiated scope of services. Municipal clients know they can call on the Metropolitan Center for follow-up technical assistance and cutting-edge best practice research at no additional cost.

Following is the description of our core areas of expertise:

Economic Development and Housing Policy

The Metropolitan Center employs a holistic approach to economic development that integrates traditional concerns for economic base expansion with an eye to affordable housing, human capital and organizational capacity. Our staff and affiliated researchers are conversant in state-of-the-art development practices that build stakeholder consensus in developing practical economic development and housing policies. The Center has garnered recognition for housing market and economic impact analyses undertaken for cities, counties, public/private partnerships and community foundations in South Florida.

Performance Management, Training and Survey Research

The Metropolitan Center conducts quantitative and qualitative public opinion research, including multilingual surveys, focus groups, in-person interviews and mystery shops to give local governments, community organizations, and businesses feedback on customer service and satisfaction. Our training programs are customized to client needs and conducted either at our training facilities in downtown Miami or onsite for the sponsoring agency. Trainers and course content are evaluated on an ongoing basis to assure relevance and quality. The Metropolitan Center also provides performance auditing and process redesign to foster cost-effective, strategy-based service delivery. These services are often bundled with customer service surveys to balance performance metrics.

Economic and Demographic Research

The Metropolitan Center is a designated U.S. Census Information Center, which interprets, disseminates and analyzes demographic data. The Center turns data into action with a deep understanding of information sources and the ability to apply statistical findings. Spatial dimensions are included in our presentations with maps, charts and tables illustrating information and the importance of findings. This research presents policymakers with informed policy alternatives to improve organizational performance.

Planning and Land Use Policy

The Metropolitan Center provides technical assistance throughout Southeast Florida to local and county decision makers in a variety of land use issues including Corridor Plans, Evaluation and Appraisal Reports (EARs) and Comprehensive Plans. We provide services that leverage the best intelligence available to develop strategic plans that maximize benefits for the community. We also work with leading architectural firms in designing and implementing community redevelopment activities. The Center conducts planning charrettes and visioning in conjunction with its planning efforts.

Staff Experience

Ned Murray, Ph.D., AICP – Principal Investigator

The preparation of the North Miami *Workforce/Affordable Housing Needs Assessment and Housing Revitalization Area Strategy* will be led by Dr. Ned Murray, AICP. Dr. Murray is the Associate Director of the Metropolitan Center at Florida International University in Miami. Dr. Murray has over twenty years of professional and academic experience in housing and economic development. He holds a Ph.D. in Urban and Regional Planning from the University of Massachusetts at Amherst and is a professionally certified planner with the American Planning Association.

Dr. Murray is a leading expert in the area of economic and housing market analysis. He has authored many of the landmark housing market and needs studies completed in South Florida in the past ten years, including the leading studies for Broward, Miami-Dade, Monroe and Palm Beach Counties. He also served as the Principal Investigator on the *Broward County Housing Linkage Fee Nexus Study* and *Rental Housing Study for Palm Beach and Martin Counties*. Dr. Murray has recently completed and presented *Housing Market Update and Municipal Scorecard* studies for Palm Beach and Broward Counties and the first *South Florida Workforce Housing Needs Assessment* and *South Florida Workforce Housing Best Practices* study on behalf of the Regional Business Alliance. Dr. Murray developed the “Municipal Scorecard for Affordable Housing Delivery©” model which was used in both the Palm Beach and Broward Counties affordable housing needs assessments.

Maria Ilcheva, Ph.D.

The data collection and analysis will be supervised and implemented by Dr. Maria Ilcheva, Senior Researcher at the Metropolitan Center. Ms. Ilcheva serves as Subject Matter Expert in behavioral research, including surveys, polling, evaluations, and focus groups and supervises and maintains quality standards for SPSS statistical analysis for Center projects. Dr. Ilcheva has managed multiple projects related to public opinion including a survey of Miami-Dade County residents, Liberty City area residents, Doral residents and a detailed survey of Texas Gulf Coast residents. Dr. Ilcheva’s research also includes housing and economic studies including an assessment of the business environment in the Miami Downtown area for the Downtown Development Authority, the *City of Marathon Workforce/Affordable Housing Needs Assessment and Action Plan*, *City of Fort Lauderdale Housing and Economic Analysis*, *Broward County Housing Linkage Fee Nexus Study* and *Monroe County Affordable Housing Needs Assessment*. She has also participated in the research and analysis of projects on youth services assessment, health services, and hurricane preparedness. Dr. Ilcheva has also conducted focus groups with residents, businesses and specific population segments including teachers, homeowners and specific service users.

Statement of Work and Deliverables

A. Background

The following “Statement of Work” summarizes the FIU Metropolitan Center’s approach and methodology for completing a *Workforce/Affordable Housing Needs Assessment and Housing Revitalization Area Strategy* on behalf of the North Miami Community Redevelopment Agency (NMCRA). The study will provide the NMCRA a current assessment of housing market conditions impacting the supply and demand of workforce/affordable housing and the data underpinnings for future housing policy and programming in the City.

B. Scope of Work and Deliverables - Market Analysis and Workforce/Housing Needs Assessment

Task #1: Inventory of all housing, the types of housing available, including ownership and rental housing, and the associated costs.

The FIU Metropolitan Center will complete a comprehensive housing inventory to include the following data points and analysis:

1. Housing Supply Analysis
 - Current trends and overview of the housing market
 - Housing inventory by type
 - Housing vacancies by type
 - Housing type by tenure
 - Existing single-family home values
 - Existing condominium values
 - Existing rental housing prices by bedroom distribution
 - Rental housing availability
 - New housing production activity by type, price points and location
 - Building permit activity
 - Housing conditions
 - Home foreclosure activity

Task #2: Identify existing demographic (population and housing) and economic data (jobs and wages) in North Miami and the surrounding North Miami-Dade County trade area and provide the relationship to the current housing market conditions. The analysis will include the following data points:

1. Housing Demand Analysis
 - Population growth trends
 - Family and household income
 - Housing demand by household income category
 - Housing demand by housing type and location

2. Economic Analysis
 - Employment by industry and occupation
 - Employment concentrations
 - Salaries & wages
 - Employment projections
 - Worker migration patterns

3. Housing Demand and Supply Impact Assessment
 - Affordability analysis (surplus/gap) by housing type and household income category
 - Projected affordable housing demand by household income category
 - Findings and conclusions

Task #3: Housing Revitalization Area Strategy

The FIU Metropolitan Center will perform an assessment of the housing inventory in specific neighborhoods and corridors within the City and determine priority areas for rehabilitation.

Study Timeline & Cost

Task/Deliverables	Activities Overview	Time Estimate	Cost
North Miami Workforce/Affordable Housing Needs Assessment	Includes: <ul style="list-style-type: none"> A. Housing Market Analysis and Affordable Housing Needs Assessment B. Housing Demand/Supply Analysis 	90 days	\$28,500
Housing Revitalization Area Strategy	Perform an assessment of housing conditions by neighborhood and commercial corridors to determine priority areas for rehabilitation targeting and assistance	30 days (concurrent with Task #1)	\$7,500
Total:		90 days	\$36,000

Contact Information

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