

# MEMORANDUM

Agenda Item No. 8(K)(1)

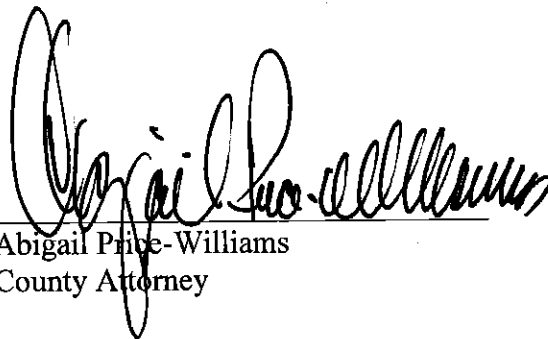
**TO:** Honorable Chairwoman Audrey M. Edmonson  
and Members, Board of County Commissioners

**DATE:** June 4, 2019

**FROM:** Abigail Price-Williams  
County Attorney

**SUBJECT:** Resolution accepting and approving the Lincoln Gardens Report, which outlines the plan for development of Lincoln Gardens Public Housing site, as required by the Master Development Agreement between Miami-Dade County and RUDG LLC, a Florida limited liability company; and authorizing the County Mayor to negotiate an amendment to the Master Development Agreement between the County and RUDG LLC related to the development of Lincoln Gardens to incorporate the plan for development set forth in the report, and to amend such other terms and conditions contemplated by the Master Development Agreement, subject to the Board's subsequent approval

The accompanying resolution was prepared by the Public Housing and Community Development Department and placed on the agenda at the request of Prime Sponsor Chairwoman Audrey M. Edmonson.

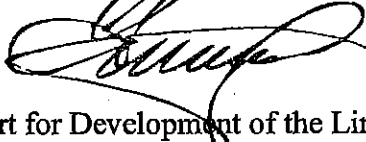


Abigail Price-Williams  
County Attorney

APW/uw

**Date:** June 4, 2019

**To:** Honorable Chairwoman Audrey M. Edmonson  
and Members, Board of County Commissioners

**From:** Carlos A. Gimenez  
Mayor 

**Subject:** Lincoln Gardens Report for Development of the Lincoln Gardens Public Housing Site

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## **Recommendation**

It is recommended that the Miami-Dade Board of County Commissioners (Board) accept and approve the Lincoln Gardens Report (Report), which outlines the plan for development of the Lincoln Gardens public housing site (Lincoln Gardens). It is also recommended that the Board authorize the County Mayor or the County Mayor's designee to negotiate an amendment to the Master Development Agreement (Agreement) between the County and RUDG related to the development of the Lincoln Gardens to incorporate the plan for development set forth in the Report and to amend such other terms and conditions contemplated by the Agreement, subject to the Board's subsequent approval.

## **Scope**

The Report outlines the plan for development of the Lincoln Gardens site, which is located in District 3 represented by Chairwoman Audrey M. Edmonson.

## **Fiscal Impact/Funding Source**

There is no fiscal impact to the County for approving the Report.

## **Track Record/Monitor**

Michael Liu, Director, Public Housing and Community Development Department (PHCD) will monitor this project.

## **Background**

PHCD issued a competitive solicitation on May 27, 2015 titled: Request for Applications No. 2015-01 to Developer Pool Pursuant to RFQ No.794A, No.794B and No.794C for Redevelopment of Liberty Square and Lincoln Gardens "Liberty Square Rising" (RFA). Lincoln Gardens is a vacant nine-acre former public housing site located at 4701 NW 24 Court, approximately two (2) miles from Liberty Square. On July 6, 2016, the Board adopted Resolution No. R-636-16, which, among other things, awarded the selection of RUDG to develop Liberty Square and Lincoln Gardens, and authorized the County Mayor or the County Mayor's designee to execute ground leases for both Liberty Square and Lincoln Gardens. Additionally, Resolution No. R-636-16 approved and authorized the County Mayor or the County Mayor's designee to execute the Agreement, which covers both sites, was executed on September 3, 2016.

According to the Agreement, Lincoln Gardens was originally proposed to be a mixed finance development, consisting of the construction of approximately 240 units (or the maximum permitted by applicable zoning requirements). Further, no more than 50 percent of the total units shall be set aside as public housing units PHA-Assisted Units. The remaining units shall be affordable and workforce housing units. However, the Agreement further provides that the development of the Lincoln Gardens shall be

subject to the express approval, by a majority vote of the Board of the plan for development of Lincoln Gardens Development (Plan) which results from RUDG's participation in the "Community Engagement and Planning Process, as that term is defined in the Agreement. The Agreement further provides that the Plan shall be contained in a report created in consultation with the residents and businesses within the Brownsville area to ensure that the community vision for the redevelopment plan for Lincoln Gardens is incorporated to the extent feasible into the final plan. Finally, the Agreement provides that if the Board does not approve the plan contained within the Report, RUDG shall consider the Board's input, as well as additional community input and, if additional community input is required by the Board, RUDG shall amend or restate the Plan to address those concerns. This process shall continue until approval by the Board of the Plan.

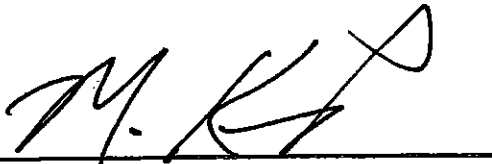
Following the adoption of Resolution No. R-636-16 and the execution of the Agreement, the County and RUDG began the Community Engagement and Planning Process with the residents of Annie Coleman 14 public housing development and the Brownsville community. Ten resident and community engagement meetings were held as follows:

- **October 26, 2016 at Bannerman Park 6:00 pm** – Topics: First Right of Refusal for Annie Coleman 14 Residents, Site Security, Local Contracting, Davis Bacon vs. Responsible Wages, Local Hiring Goals
- **February 13, 2017 at Bannerman Park 6:00 pm** – Topics: Community Safety, Unit Mix, Small Business Mentorship Programs
- **June 26, 2017 at Bannerman Park 6:00 pm** – Topics: Building Design, Site Amenities, Bannerman Park Upgrades
- **November 27, 2017 at Brownsville Middle School 6:00 pm** – Topics: Building Design, Site Amenities, Bannerman Park Upgrades and Programming, Community Outreach Efforts.
- **January 29, 2018 at Brownsville Middle School 6:00 pm** – Topics: Site Plan, Zoning, Exterior Design, Unit Design, Unit Amenities, Project Phasing
- **February 26, 2018 at Brownsville Middle School 6:00 pm** – Topics: Pedestrian and Vehicle Access, Community Amenities, Internet Connectivity, Crime Prevention Through Environmental Design, Crime Watch, Law Enforcement Interaction
- **March 26, 2018 at Brownsville Middle School 6:00 pm** – Topics: Small Business Development, Small Business Contracting, Resident Training, Resident Hiring
- **May 17, 2018 at Bannerman Park 6:00 pm** – Topics: Community Benefits Program Comparison, Community Center Design, Bannerman Park Improvements, and Community Request/Proposals
- **July 9, 2018 at Bannerman Park 6:00 pm** – Topics: Amended Community Benefits Program Proposal – Brownsville Community Neighborhood Association (BCNA).
- **October 22, 2018 at Bannerman Park 6:00 pm** – Topics: RUDG Responses to BCNA Proposed Community Benefits Program

The Report is the result of this Community Engagement and Planning Process and it includes a description of the Lincoln Gardens development, project phasing, unit mix and amenities, development financing, development schedule, community benefits program, and meeting summaries. Below is a summary of some of the highlights from the Report:

1. The redeveloped Lincoln Gardens site will be a mixed-finance development, consisting of 217 residential units ranging from 1 to 4 bedrooms. Of the total 217 dwelling units, 82 units shall be public housing, 64 units shall be affordable and workforce housing units, and 75 shall be for seniors; all of which will be operated and maintained as qualified Low-Income Housing Tax Credit units.
2. The Plan also provides for the construction of 10 market-rate units for homeownership, a 2,500 square foot centrally located community center, a pocket park, playground, 328 required off-road parking spaces, and an additional 50 roadside parking spaces.
3. RUDG has also agreed to provide \$2 million for a community center at Marva Bannerman Park and set aside an additional \$1 million for park improvements.
4. The development incorporates Crime Prevention Through Environmental Design principles, consisting of natural surveillance, natural access control, vandalism resistant materials, strong pedestrian connections between building and spaces, and appropriate emergency systems.

Finally, although the Agreement contemplates that upon the Board's approval of the Plan, RUDG may proceed with the development of Lincoln Garden, the Agreement also contemplates that certain amendments must be made to the Agreement as it relates to Lincoln Gardens, including, but not limited to, liquidated damages. Accordingly, it is recommended that the Board authorize the County Mayor or County Mayor's designee to negotiate the needed amendments to the Agreement and present such amendments to the Board for its approval, prior to the Board authorizing RUDG to proceed with the development of Lincoln Gardens.



Maurice L. Kemp  
Deputy Mayor



**MEMORANDUM**  
(Revised)

**TO:** Honorable Chairwoman Audrey M. Edmonson  
and Members, Board of County Commissioners

**DATE:** June 4, 2019

**FROM:** Abigail Price-Williams  
County Attorney

**SUBJECT:** Agenda Item No. 8(K)(1)

Please note any items checked.

- "3-Day Rule" for committees applicable if raised
- 6 weeks required between first reading and public hearing
- 4 weeks notification to municipal officials required prior to public hearing
- Decreases revenues or increases expenditures without balancing budget
- Budget required
- Statement of fiscal impact required
- Statement of social equity required
- Ordinance creating a new board requires detailed County Mayor's report for public hearing
- No committee review
- Applicable legislation requires more than a majority vote (i.e., 2/3's present \_\_\_\_, 2/3 membership \_\_\_\_, 3/5's \_\_\_\_, unanimous \_\_\_\_, CDMP 7 vote requirement per 2-116.1(3)(h) or (4)(c) \_\_\_\_, CDMP 2/3 vote requirement per 2-116.1(3)(h) or (4)(c) \_\_\_\_, or CDMP 9 vote requirement per 2-116.1(4)(c)(2) \_\_\_\_) to approve
- Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required

Approved \_\_\_\_\_ Mayor  
Veto \_\_\_\_\_  
Override \_\_\_\_\_

Agenda Item No. 8(K)(1)

6-4-19

RESOLUTION NO. \_\_\_\_\_

RESOLUTION ACCEPTING AND APPROVING THE LINCOLN GARDENS REPORT, WHICH OUTLINES THE PLAN FOR DEVELOPMENT OF LINCOLN GARDENS PUBLIC HOUSING SITE, AS REQUIRED BY THE MASTER DEVELOPMENT AGREEMENT BETWEEN MIAMI-DADE COUNTY AND RUDG LLC, A FLORIDA LIMITED LIABILITY COMPANY; AND AUTHORIZING THE COUNTY MAYOR OR THE COUNTY MAYOR'S DESIGNEE TO NEGOTIATE AN AMENDMENT TO THE MASTER DEVELOPMENT AGREEMENT BETWEEN THE COUNTY AND RUDG LLC RELATED TO THE DEVELOPMENT OF LINCOLN GARDENS TO INCORPORATE THE PLAN FOR DEVELOPMENT SET FORTH IN THE REPORT, AND TO AMEND SUCH OTHER TERMS AND CONDITIONS CONTEMPLATED BY THE MASTER DEVELOPMENT AGREEMENT, SUBJECT TO THE BOARD'S SUBSEQUENT APPROVAL

**WHEREAS**, this Board desires to accomplish the purposes outlined in the accompanying memorandum, a copy of which is incorporated herein by reference,

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA**, that:

**Section 1.** The foregoing recital and the accompanying County Mayor's memorandum are incorporated in this resolution and are approved.

**Section 2.** This Board accepts and approves the Lincoln Gardens Report (the "Report"), which is attached hereto as Exhibit "A" and incorporated herein by reference, which outlines the plan for development of the Lincoln Gardens public housing site ("Lincoln Gardens"), as required by the Master Development Agreement between Miami-Dade County and RUDG LLC, a Florida limited liability company.

**Section 3.** This Board authorizes the County Mayor or the County Mayor's designee to negotiate needed amendments to the Master Development Agreement between the County and RUDG LLC, a Florida limited liability company, related to the development of Lincoln Gardens to incorporate the plan for development set forth in the Report approved herein, and to amend such other terms and conditions contemplated by the Agreement, subject to the Board's subsequent approval.

The foregoing resolution was offered by Commissioner \_\_\_\_\_, who moved its adoption. The motion was seconded by Commissioner \_\_\_\_\_ and upon being put to a vote, the vote was as follows:

Audrey M. Edmonson, Chairwoman  
Rebeca Sosa, Vice Chairwoman

Esteban L. Bovo, Jr.	Daniella Levine Cava
Jose "Pepe" Diaz	Sally A. Heyman
Eileen Higgins	Barbara J. Jordan
Joe A. Martinez	Jean Monestime
Dennis C. Moss	Sen. Javier D. Souto
Xavier L. Suarez	

The Chairperson thereupon declared the resolution duly passed and adopted this 4<sup>th</sup> day of June, 2019. This resolution shall become effective upon the earlier of (1) 10 days after the date of its adoption unless vetoed by the County Mayor, and if vetoed, shall become effective only upon an override by this Board, or (2) approval by the County Mayor of this Resolution and the filing of this approval with the Clerk of the Board.

MIAMI-DADE COUNTY, FLORIDA  
BY ITS BOARD OF  
COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK

By: \_\_\_\_\_  
Deputy Clerk

Approved by County Attorney as  
to form and legal sufficiency.



Terrence A. Smith



- EXHIBIT A -



# Memo

**To:** Miami-Dade Board of County Commissioners  
**From:** Albert Milo  
**Thru:** Public Housing and Community Development Department  
**Date:** December 14, 2018  
**Re:** The Lincoln Gardens Report

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At the direction of the Miami-Dade Board of County Commissioners according to the Master Development Agreement approved pursuant to Resolution R-636-16, Related Urban Development Group (RUDG) and Public Housing and Community Development (PHCD) conducted nearly two years of community engagement with the residents of Annie Colman 14 and the Brownsville community which culminated the attached development plan for Lincoln Gardens. As per the Master Development Agreement, the plan for development has been created in consultation with the residents and stakeholders within the Brownsville area “to ensure that the community vision for the redevelopment plan for the Lincoln Gardens Development is incorporated to the extent feasible into the final plan.”<sup>1</sup> RUDG, in partnership with PHCD, held ten community engagement meetings with the residents of Annie Coleman 14, Brownsville Civic Neighborhood Association (BCNA), and the larger Brownsville community, to gather input and suggestions for the proposed development.

Lincoln Gardens Community Engagement meetings held included:

- **October 26, 2016 at Bannerman Park 6:00PM**
  - Topics: First Right of Refusal for Annie Coleman 14 Residents, Site Security, Local Contracting, Davis Bacon vs. Responsible Wages, Local Hiring Goals
- **February 13, 2017 at Bannerman Park 6:00 PM**
  - Topics: Community Safety, Unit Mix, Small Business Mentorship Programs

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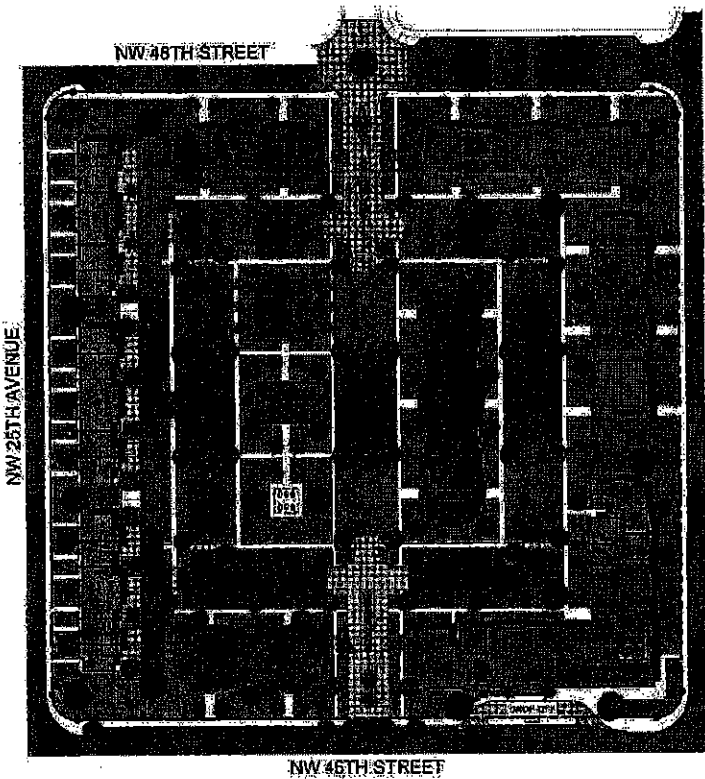
<sup>1</sup> Resolution R-636-16 - Recommendation for Approval to Award RUDG, LLC as Developer of Liberty Square and Lincoln Gardens in Response to Request for Applications No. 2015-01, Execution of Ground Leases and Master Development Agreement (2016)

- **June 26, 2017 at Bannerman Park 6:00PM**
  - Topics: Building Design, Site Amenities, Bannerman Park Upgrades
- **November 27, 2017 at Brownsville Middle School 6:00 PM**
  - Topics: Building Design, Site Amenities, Bannerman Park Upgrades and Programming, Community Outreach Efforts
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- **October 22, 2018 at Bannerman Park 6:00PM**
  - Topics: RUDG Responses to BNCA Proposed Community Benefits Program

Contained herein and attached is an overview of the Lincoln Gardens development plan, community benefits program, the community engagement process, and additional information provided to the Brownsville community in the planning of Lincoln Gardens.

**A. The Development Plan**

The redeveloped Lincoln Gardens site shall be a mixed-finance development, consisting of 217 residential units ranging from 1 to 4 bedrooms on the currently vacant 9-acre site located at 4701 NW 24 Court. Of the total 217 dwelling units, 82 units shall be public housing (subject to HUD PHA requirements), 64 units shall be affordable and workforce housing units, and 75 shall be for seniors; all of which will be operated and maintained as qualified Low-Income Tax Credit Units. The development plan also provides for the construction of 10 market-rate units for homeownership, a 2,500 sqft. centrally located community center, a pocket park, playground, 328 required off-road parking spaces, and an additional 50 roadside parking spaces. Related Urban Development Group has also agreed to provide \$2 Million for a community center at Marva Bannerman Park and set aside an additional \$1 Million for park improvements. The development incorporates Crime Prevention Through Environmental Design (CPTED) principles, consisting of natural surveillance, natural access control, vandalism resistant materials, strong pedestrian connections between building and spaces, and appropriate emergency systems.



<b>TOTAL NEW UNITS</b>	
<b>IN REDEVELOPMENT</b> .....	<b>217</b>
• <b>TOTAL NEW PUBLIC HOUSING UNITS(38%)</b>	
HUD Required Public Housing Units .....	82
Multifamily Units .....	68
Senior Units .....	14
• <b>TOTAL NEW NON-PUBLIC HOUSING UNITS (62%)</b>	
Affordable/ Workforce Units .....	64
Home-Ownership Units .....	10
Senior Affordable Housing Units .....	61

## Building Types

**Garden Style Apartments – Total Units** ..... 133

**Subsidized** Total Units ..... 36

**Income Restricted** Total Units ..... 60

**Other** Total Units ..... 36

- **Public Housing Units** ..... 68 (51%)
  - 2 Bedrooms/ 1 Bath Units ..... 14
  - 3 Bedrooms/ 2 Bath Units ..... 30
  - 4 Bedrooms/ 2 Bathroom ..... 24
- **Affordable/ Workforce Unit** ..... 64 (49%)
  - 2 Bedrooms/ 1 Bath Units ..... 58
  - 3 Bedrooms/ 2 Bath Units ..... 6

**Townhouses – Total Units** ..... 10

**Income Restricted** Total Units ..... 10

- **Home Ownership Housing Units** ..... 10 (5%)
  - 3 Bedroom / 2.5 Bath Units ..... 10

**Senior Apartments – Total Units** ..... 75

**Income Restricted** Total Units ..... 75

- **Senior Housing Units** ..... 75 (35%)
  - Public Housing 1 Bedroom/ 1 Bath Units ..... 14
  - Affordable/ Workforce 1 Bedroom/ 1 Bath Units ..... 61

## Parking

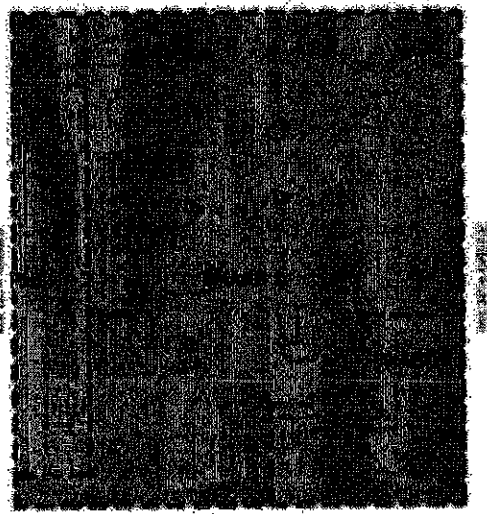
• **Required Off-Street Parking Spaces** ..... 324

• **Provided Off-Street Parking Spaces** ..... 328

• **Additional On-Street Parking Spaces** ..... 50

**B. Phasing Plan**

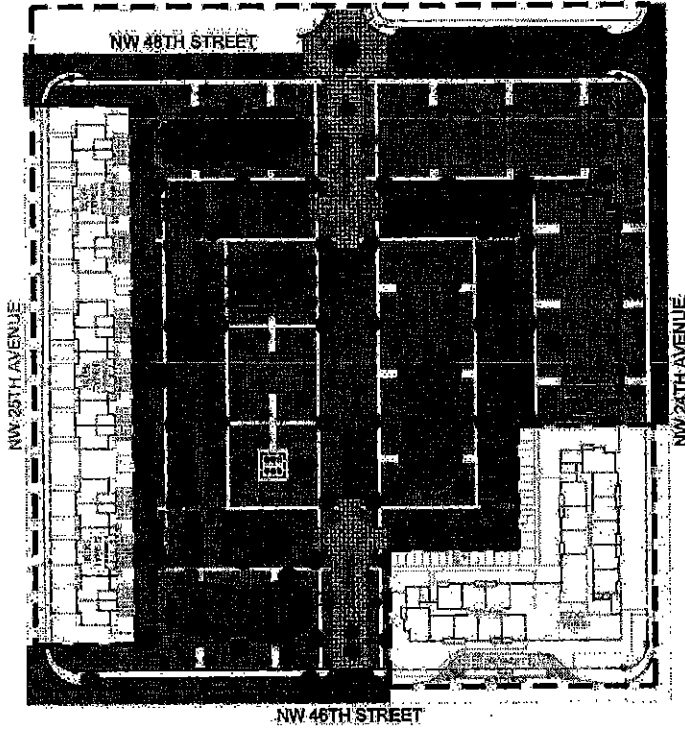
The new Lincoln Gardens development plan calls for a multi-phased approach, beginning with the construction of the 132 garden style apartments, which shall be public, affordable, and workforce housing units. In addition, Phase 1 will include the on-site community center, a new community center, and \$1Million of upgrades at Marva Bannerman Park. The prioritization of the new garden style apartments will allow for the timely transfer into these units of 82 public housing families, who reside in the public housing development named 'Annie Coleman #14' and in that part of Annie Coleman #14 which is directly across the street from the Lincoln Gardens site. (Note: The number of public housing units to be included in Lincoln Gardens was determined by HUD.) The subsequent phases, 2 & 3, will be for the construction of the 10 townhomes for ownership and the senior affordable units respectively.



**Phasing**

<b>Phase 1</b>	
<b>Garden Style Apartments – Total Units</b>	<b>132</b>
<b>Public Housing</b> Total Units	<b>82</b>
<b>Workforce Housing</b> Total Units	<b>50</b>
<b>Community Center</b> Total Units	<b>36</b>
<b>Phase 2</b>	
<b>Townhouses – Total Units</b>	<b>10</b>
<b>Ownership</b> Total Units	<b>10</b>
<b>Phase 3</b>	
<b>Senior Apartments – Total Units</b>	<b>75</b>
<b>Senior Affordable</b> Total Units	<b>75</b>
<b>Total Number of Units</b>	<b>217</b>

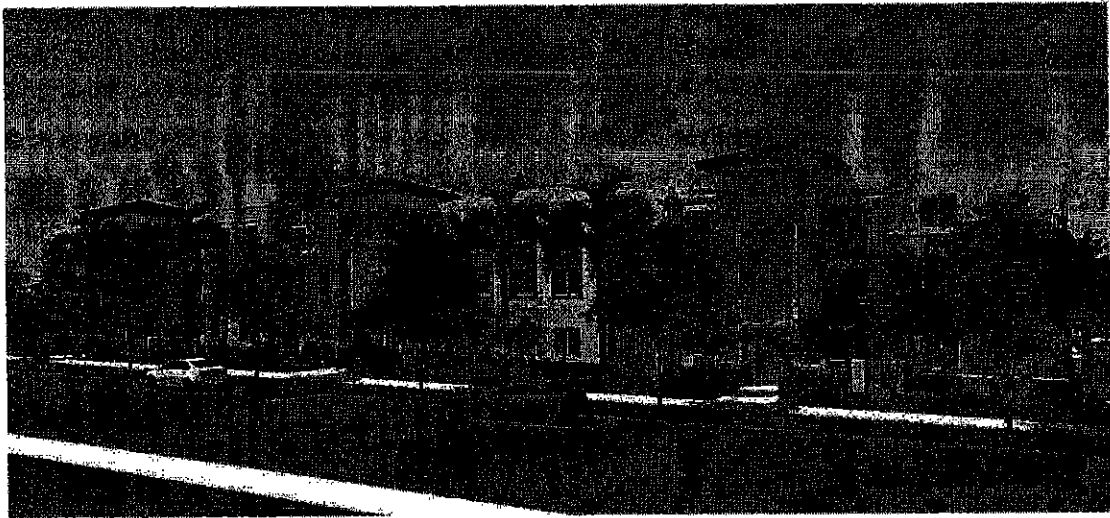
Phase I.



**Garden Style Apartments**

**Total Units.....132**

- Public Housing Units.....68
  - 2 Bedrooms/ 1 Bath Units....14
  - 3 Bedrooms/ 2 Bath Units....30
  - 4 Bedrooms/ 2 Bathroom... 24
- Affordable/ Workforce Unit.....64
  - 2 Bedrooms/ 1 Bath Units.... 58
  - 3 Bedrooms/ 2 Bath Units.... 6



PHASE I: GARDEN STYLE APARTMENTS  
CONCEPTUAL RENDERING  
PUBLIC, AFFORDABLE & WORKFORCE HOUSING

INCOGNITO GARDENS  
09/001/10/01/06

H

**Phase I Continued**

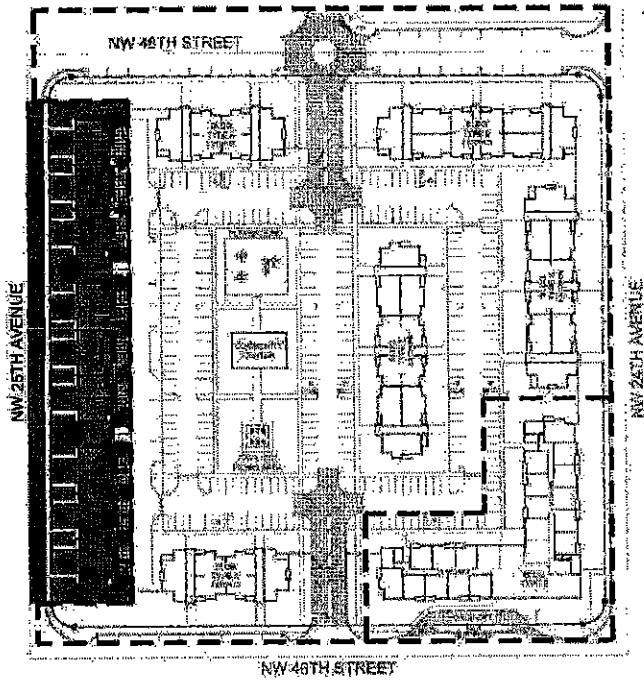


#/-2,500 Square Feet

PHASE I: COMMUNITY CENTER  
CONCEPTUAL RENDERING

1/20/2010  
MADISON, MISSISSIPPI

Phase II.



<b>Townhouses</b>	
Total Units.....	10
• Home-ownership Units .....	10
o 3 Bedrooms/ 2.5 Bath Units .....	10

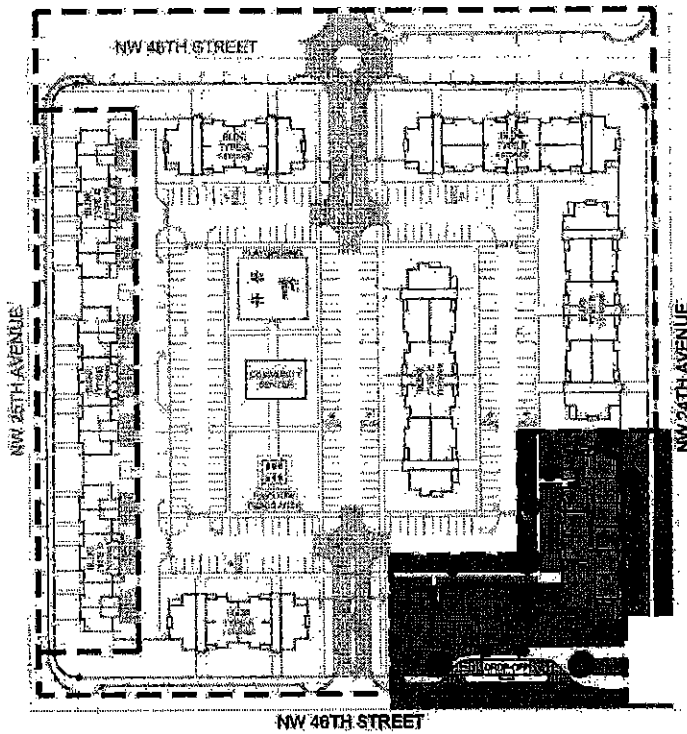


PHASE 2: TOWNHOUSES  
CONCEPTUAL RENDERING  
HOME-OWNERSHIP HOUSING

UNION GARDENS  
Miami, Florida



**Phase III**



**Senior Apartments**  
**Total Units** ..... 75

- Senior Housing Units ..... 75
- Public Housing 1 Bedroom/ 1 Bath Units ..... 14
- Affordable/ Workforce 1 Bedroom/ 1 Bath Units 61



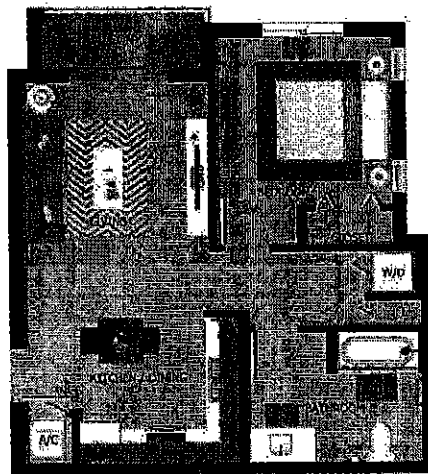
**PHASE 3: SENIOR APARTMENTS**  
**CONCEPTUAL RENDERING**  
 SENIOR HOUSING

LINCOLN GARDENS  
 Multi-Family

**C. Unit Mix and Amenities**

Lincoln Gardens shall be a mix of 1-4-bedroom units ranging from approximately 559-1156 sq. ft. Each unit will be equipped with energy Star appliances, washer and dryer, 30-gallon electrical water heater, and central air conditioning with programmable thermostat. Units will also include new kitchen cabinets, granite or comparable countertops, double-bowl kitchen sink and dishwasher, compact windows and doors, window treatment for all windows, balconies, and wi-fi access.

**1 Bedroom/ 1 Bath Unit**

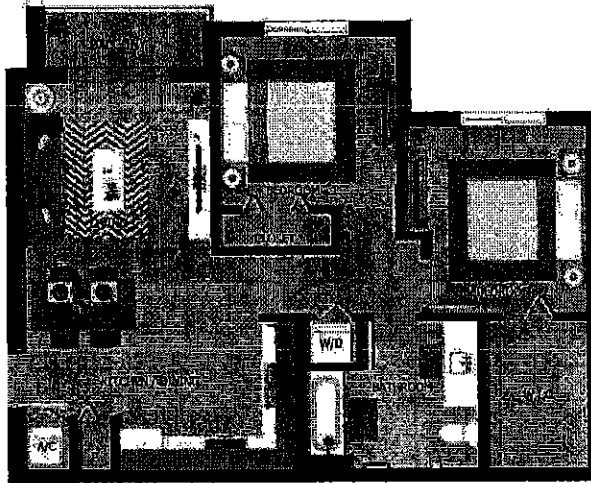


± 559 Square Feet

TYPICAL 1 BEDROOM / 1 BATH UNIT  
CONCEPTUAL RENDERING  
GARDEN STYLE & SENIOR APARTMENTS

An Olan Mills  
Company Rendering

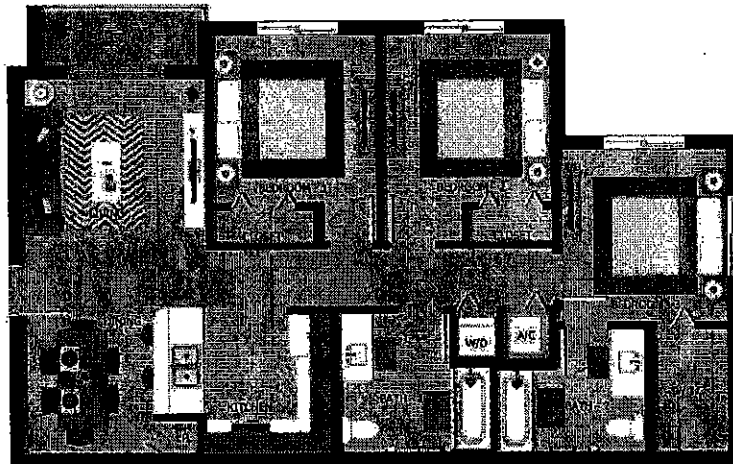
**2 Bedroom/ 1 Bath Unit**



+/- 764 Square Feet

TYPICAL 2 BEDROOM / 1 BATH UNIT  
CONCEPTUAL RENDERING  
GARDEN STYLE & SENIOR APARTMENTS

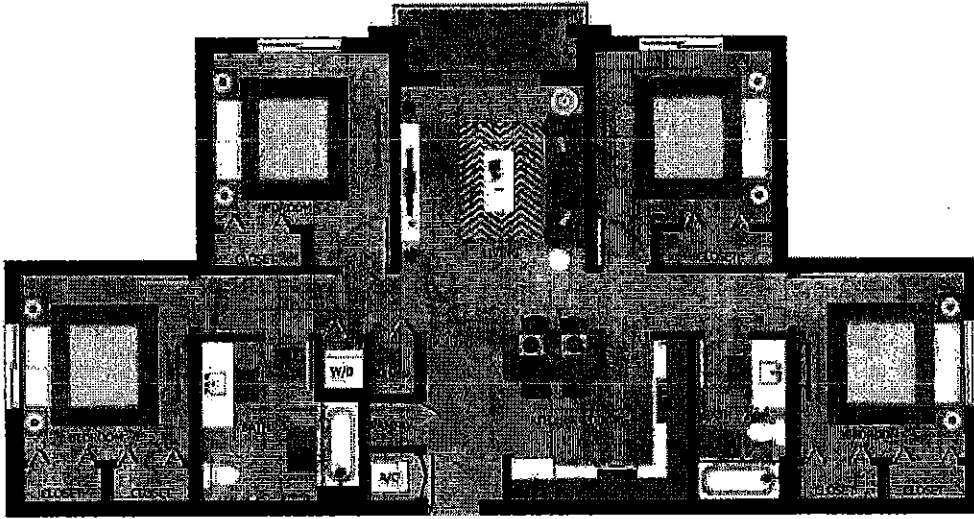
**3 Bedroom/ 2 Bath Unit**



+/- 999 Square Feet

TYPICAL 3 BEDROOM / 2 BATH INTERIOR UNIT  
CONCEPTUAL RENDERING  
GARDEN STYLE APARTMENTS

**4 Bedroom/ 2 Bath Unit**

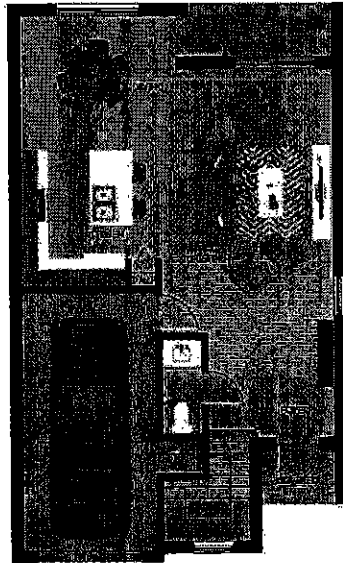


+/- 1,156 Square Feet

TYPICAL 4 BEDROOM / 2 BATH UNIT  
CONCEPTUAL RENDERING  
GARDEN STYLE APARTMENTS

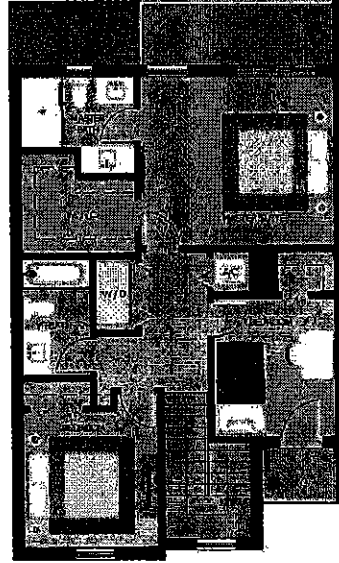
THE PIN GARDENS  
March 2018

**3 Bedroom/ 2.5 Bath Townhome Unit**



1<sup>st</sup> Floor

+/- 1,550 Square Feet

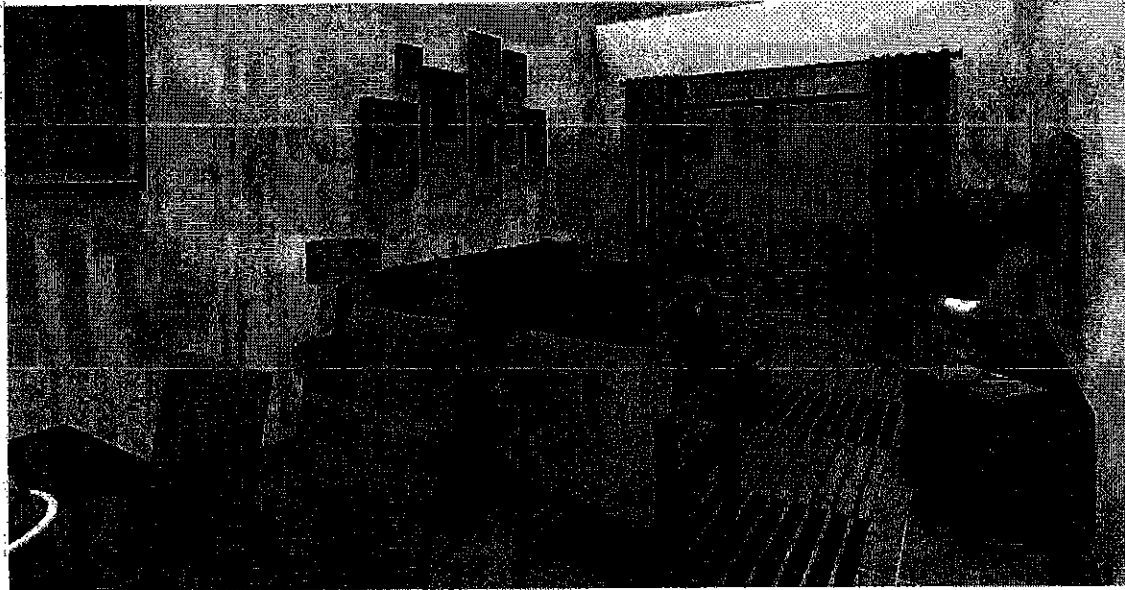


2<sup>nd</sup> Floor

TYPICAL 3 BEDROOM / 2.5 BATH UNIT  
CONCEPTUAL RENDERING  
TOWNHOUSES

THE PIN GARDENS  
March 2018

**Living Room Rendering**



TYPICAL LIVING ROOM  
CONCEPTUAL RENDERING

**Dining Room/ Kitchen Rendering**



TYPICAL DINING ROOM / KITCHEN  
CONCEPTUAL RENDERING

**Bedroom Rendering**



TYPICAL BEDROOM  
CONCEPTUAL RENDERING

LINCOLN CAROLINA  
MIDWEST DESIGN

#### **D. Lincoln Gardens Community Benefits Program**

Below is the Community Benefits Program (CBP) for Lincoln Gardens proposed by Related Urban Development Group. RUDG shared its first draft of the benefits program during the May 2018 meeting with Brownsville residents. Subsequently, BCNA proposed an alternative plan inclusive of the original CBP with additional amenities, hiring and job training deliverables, and desired social services for the Brownsville area. The BCNA proposed plan was thoroughly reviewed and discussed during the July and October 2018 community engagement meetings, with substantial input from Vice-Chairwoman Audrey Edmonson. The final program, outlined below, is the product of a joint effort of RUDG, PHCD, The Office of Vice-Chairwoman Audrey Edmonson, and the community, based on the feasibility of the proposed and requested amenities and services.

- Developer will establish a website along with a social media, print, and radio campaign to provide the community with information and updates regarding the redevelopment plan.
- Developer will maintain the structure of the Annie Coleman 14 Resident Council.
- Developer will partner with Kareem T. Brantley, who will receive 5% of the developer fee received by Developer.
- Developer will establish a first-time homebuyer education program with a HUD approved home education agency.
- Developer will establish credit repair and financial literacy programs with One United Bank to provide first-time homebuyer mortgages.
- Developer will construct approximately 10 affordable, workforce, and market rate homeownership units at the Lincoln Gardens site.
- Developer will create a specialized small business program for contractors participating in construction activities.
- Developer will partner with Miami-Dade County Public Schools and Urban Construction Craft Academy to provide apprenticeship training programs to the residents of Annie Coleman 14 and

the 33142-zip code, including ex-offenders, providing a first right of refusal to the following census tracts:

1. 18.03, 5
2. 18.03, 2
3. 17.02, 2
4. 17.02, 5
5. 17.02, 1
6. 18.03, 6
7. 18.03, 1
8. 18.02, 6
9. 18.01, 3
10. 18.01, 2
11. 18.01, 4
12. 18.01, 5
13. 18.01, 1
14. 15.02, 2
15. 15.02, 1

- Developer will partner with the Miami-Dade Public Defender to assist ex-offenders with expunging their criminal records to allow for reentry into the workplace.
  
- Developer will partner with Miami Dade College to provide numerous job training certificate and degree programs for residents residing in zip code 33142, providing a first right of refusal to the following census tracts:
  1. 18.03, 5
  2. 18.03, 2
  3. 17.02, 2
  4. 17.02, 5
  5. 17.02, 1
  6. 18.03, 6
  7. 18.03, 1
  8. 18.02, 6
  9. 18.01, 3
  10. 18.01, 2
  11. 18.01, 4
  12. 18.01, 5
  13. 18.01, 1
  14. 15.02, 2
  15. 15.02, 1
  
- Developer will partner with Employ Miami-Dade and Career Source of South Florida to provide job training and job placement services for residents living in 33142 zip code, providing a first right of refusal to the following census tracts:
  1. 18.03, 5
  2. 18.03, 2
  3. 17.02, 2
  4. 17.02, 5
  5. 17.02, 1
  6. 18.03, 6
  7. 18.03, 1
  8. 18.02, 6
  9. 18.01, 3
  10. 18.01, 2
  11. 18.01, 4
  12. 18.01, 5
  13. 18.01, 1
  14. 15.02, 2
  15. 15.02, 1
  
- Developer shall establish and fund two (2) voluntary scholarship funds in the total amount of \$50,000.00 per Phase of the Development for residents of public housing in the Liberty City and Brownsville areas (the "Liberty Square Public Housing Student Scholarship Fund" and the "Brownsville Public Housing Student Scholarship Fund"), with half of such total amount due and payable upon Financial Closing for such Phase ~~and~~ the balance due and payable upon construction completion of such Phase. Developer shall further contribute a total of \$25,000.00 per year to the Liberty Square Public Housing Student Scholarship Fund and the Brownsville Public Housing Student Scholarship Fund (to be apportioned between such funds based upon the pro rata share of public housing units located in each respective community) for fifteen (15) years for an additional total of \$375,000.00. The first such additional installment shall be paid upon the first anniversary of the construction completion of the first phase constructed. The Liberty Square Public Housing Student Scholarship Fund and the Brownsville Public Housing Student Scholarship Fund will be allocated to students attending, or who will attend, a college or university of their choice.



- Developer will build a new approx. 2,500 sq. ft. community center w/ free Wi-Fi on the Lincoln Gardens site to provide space for community driven programming.
- Developer will provide approx. 2,500 sq. ft. of activity space within the Elderly building, separate from the aforementioned 2,500 sq. ft. community space.
- Developer will set-aside \$2 Million to construct new community center at Bannerman Park and contribute \$1 Million toward Bannerman Park upgrades and improvements.
- Developer will invest in infrastructure to provide free Wi-Fi access to all Lincoln Gardens residents to help close the "digital divide".
- Developer will work closely with resident leaders and law enforcement agencies to establish a Crime Watch Program.
- Developer will install a new state of the art internet-based security camera monitoring system.
- Developer will work closely with the Miami-Dade County Police Department during the design process to incorporate Crime Prevention thru Environmental Design concepts.
- Developer will design the development using the Smart Growth Development principles.
- Developer will create a walkable development with accessible public transportation options.
- Developer shall cooperate with the County, and any other applicable government entities, to implement a shuttle service for use by residents of Lincoln Gardens.
- Developer will design and build a sustainable development with many green construction features.
- Developer will partner with Miami-Dade County Art in Public Places, to design and create art within the Lincoln Gardens site.

- Developer will work closely with Miami-Dade County to implement the infrastructure improvements along perimeter of property (NW 48 Street between 24 Ave and 25 Ave)
- Developer will establish credit repair and financial literacy programs with One United Bank.
- Developer has committed to providing a minimum 50% of the value of the construction contracts to Section 3, SBE, MBE, and WBE firms.
- Developer has committed to provide 20% of the construction jobs created for section 3-eligible residents and residents of zip code 33142, providing a first right of refusal to the following census tracts:
  1. 18.03, 5 2. 18.03, 2 3. 17.02, 2 4. 17.02, 5 5. 17.02, 1 6. 18.03, 6 7. 18.03, 1 8. 18.02, 6
  9. 18.01, 3 10. 18.01, 2 11. 18.01, 4 12. 18.01, 5 13. 18.01, 1 14. 15.02, 2 15. 15.02, 1
- Developer has committed to provide 75% of the permanent jobs created for Section 3-eligible residents and residents of zip code 33142, providing a first right of refusal to the following census tracts:
  1. 18.03, 5 2. 18.03, 2 3. 17.02, 2 4. 17.02, 5 5. 17.02, 1 6. 18.03, 6 7. 18.03, 1 8. 18.02, 6
  9. 18.01, 3 10. 18.01, 2 11. 18.01, 4 12. 18.01, 5 13. 18.01, 1 14. 15.02, 2 15. 15.02, 1
- Developer will post information and hold developer office hours to provide updated details on the redevelopment plans, receive comments and feedback, publish job listing, and conduct homeownership workshops.

**E. Additional Project Information**

The Lincoln Gardens webpage was created to disseminate project information to Brownsville residents and stakeholders interested in learning more about the proposed development. Visitors can review project development plans, the proposed community benefits program, and community engagement meeting minutes; as well as submit inquiries and sign-up for potential contracting opportunities. In addition, the developer has hosted weekly office hours to field questions regarding the project at Annie Coleman 14 in Brownsville near the project site during the hours of 12-1 P.M. and 5-6:30 P.M. on Thursday, November 8, 15,29, and December 6<sup>th</sup>. Upon commencement of construction, RUDG will host regular office hours and produce quarterly community newsletters with project updates and pertinent information.

**Project Webpage: [www.TheNewLincolnGardens.com](http://www.TheNewLincolnGardens.com)**



**F. Development Financing**

Below are the proposed financing models for the three phases of the Lincoln Gardens. For financing purposes, some components of the original development plan were amended to ensure project feasibility. RUDG maintains its commitment to the development of AT LEAST 216 public, affordable, workforce, and senior housing units at the Brownsville site. However, unit configuration was amended to increase likelihood of successfully securing LIHTC awards and additional financing.

• **Phase I**

- 132 Garden Style Apartments (Public Housing, Affordable, & Workforce units)
- On-Site Community Center
- Bannerman Park Upgrades and Community Center

**Lincoln Gardens Family**  
EXECUTIVE SUMMARY

<b>Address</b>	NW 46th St & NW 25th Ave Miami, FL
<b>Total Units</b>	132

<b>SOURCES</b>	<b>Construction Source of Funds</b>	<b>Per Unit</b>	<b>Permanent Source of Funds</b>	<b>Per Unit</b>
Tax Credit Equity:	4,512,680	34,187	15,042,267	113,957
Bonds	24,500,000	185,606	14,700,000	111,364
Hope VI Funds	4,063,472	30,784	4,063,472	30,784
County GOB	2,790,426	21,140	2,790,426	21,140
Deferred Developer Fee:	3,552,821	26,915	2,823,234	21,388
<b>TOTAL</b>	<b>39,419,399</b>	<b>298,632</b>	<b>39,419,399</b>	<b>298,632</b>

<b>USES</b>	<b>Total</b>	<b>Per Unit</b>
<b>Acquisition</b>		
Acquisition Costs	330,000	2,500
<b>Construction</b>		
Residential Construction	15,840,000	120,000
Community Center	500,000	3,788
Comm. Svc. Facility / Bannerman	3,000,000	22,727

*RB*

Parking/Site Work/Utilities		2,000,000	15,152
GC Fees	14%	2,987,600	22,633
Hard Cost Contingency	5%	<u>1,216,380</u>	9,215
Total Construction		25,543,980	193,515
<b>Soft Costs</b>			
Accountant Cost Cert:		50,000	
Third party (appraisal, inspections, survey etc.)		67,500	
Environmental		25,000	
Architectural & Engineering		635,000	
Tenant Relocation		205,000	
Other Project Soft Costs		2,216,065	
Developer Legal Costs		150,000	
Financing Costs - Issuance & Origination		1,193,960	
Financing Legal Costs		320,935	
Equity Syndication Costs		329,762	
Replacement Reserve:		39,600	
Lease Up Reserve		129,897	
Operating Deficit Reserve		859,099	
Debt Reserve:		1,267,875	
Soft Cost Contingency	5%	<u>294,813</u>	
Soft Costs		7,784,505	58,974
<b>TOTAL COSTS before Developer Fee</b>		<b>33,658,485</b>	<b>254,989</b>
Developer Fee		5,760,914	43,643
<b>TOTAL COSTS</b>		<b><u>39,419,399</u></b>	<b><u>298,632</u></b>

- Phase II
  - 10 Market-rate Townhomes for Ownership

**Lincoln Gardens Homeownership**

<b>Development Assumptions</b>	
# of Townhomes	10
Townhome Square Footage	1,400
Total Townhome Square Footage	14,000
Hard Cost PSF	\$90
Townhome Parking Spaces	20
Parking Cost Per Space	\$5,000
Townhome Sales Price	\$215,000
Soft Costs (% of Hard Costs)	25%

<b>Profit Analysis</b>	
<b>Costs</b>	
Capitalized Lease Payment	\$25,000
Parking Costs	100,000
Construction Costs	1,260,000
Soft Costs	315,000
Hard Cost Contingency	5% 68,000
Soft Cost Contingency	5% 15,750
<b>Total Cost</b>	<b>\$1,783,750</b>

<b>Revenues</b>	
Residential Sales Revenues	\$2,150,000
CHDO Home Buyer Counseling Fee	300 3,000
Real Estate Commissions	2.5% 53,750
Seller Paid Closing Costs / Prorations	1.5% 32,250
<b>Net Sales Proceeds</b>	<b>\$2,061,000</b>

<b>Total Townhome Profits</b>	<b>\$277,250</b>
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\*CHDO = Community Housing Development Organization

- Phase III-9% LIHTC
  - 75 Elderly Housing Units

**Lincoln Gardens Elderly**  
EXECUTIVE SUMMARY

Address	2400 NW 46th St Miami, FL
Total Units	75
Rentable Sqft	43,200
Avg. Size	576

SOURCES	Construction Source of Funds	Per Unit	Permanent Source of Funds	Per Unit
	Tax Credit Equity (9%):	2,841,716	37,890	14,208,579
1st Mortgage	14,000,000	186,667	3,000,000	40,000
Deferred Developer Fee:	560,294	7,471	193,431	2,579
<b>TOTAL</b>	<b>17,402,010</b>	<b>232,027</b>	<b>17,402,010</b>	<b>232,027</b>

USES	Total	Per Unit
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**Acquisition**

Capitalized Lease Payment	187,500	2,500
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**Construction**

Construction Costs		9,375,000	125,000
GC Fees	14%	1,312,500	
Hard Cost Contingency	5%	534,375	
<b>Total Construction</b>		<b>11,221,875</b>	<b>149,625</b>

**Soft Costs**

Accountant Cost Cert:	50,000
Third party (appraisal, inspections, survey etc.)	86,500
Environmental	10,000
Architectural & Engineering	740,000
Impact Fees	198,000
Other Project Soft Costs	762,582
Developer Legal Costs	195,000
Financing Costs - Issuance & Origination	201,500
Financing Legal Costs	130,000
Equity Syndication Costs	354,187

Replacement Reserve:		22,500	
Lease Up Reserve		65,802	
Operating Subsidy Reserve		77,309	
Operating Deficit Reserve		151,181	
Debt Reserve:		525,000	
Soft Cost Contingency	5%	<u>92,354</u>	
	Soft Costs	3,661,915	48,826
<b>TOTAL COSTS before Developer Fee</b>		<b>15,071,290</b>	<b>200,951</b>
Developer Fee		2,330,720	31,076
<b>TOTAL COSTS</b>		<b><u>17,402,010</u></b>	<b><u>232,027</u></b>



• Phase III Alternative-4% LIHTC

**Lincoln Gardens  
Elderly**

Address 2400 NW 46th St, Miami, Florida  
 Total Units 75  
 Rentable Sqft 43,200  
 Avg. Size 576

SOURCES	Construction Source of Funds	Per Unit	Permanent Source of Funds	Per Unit
	Tax Credit Equity (4%):	1,409,611	18,795	7,048,055
Bonds	9,500,000	126,667	4,250,000	56,667
SAIL-SAIL ELI Affordable	6,021,132	80,282	6,021,132	80,282
Deferred Developer Fee:	1,188,444	15,846	800,000	10,667
<b>TOTAL</b>	<b>18,119,187</b>	<b>241,589</b>	<b>18,119,187</b>	<b>241,589</b>

USES	Total	Per Unit
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**Acquisition**

Capitalized Lease Payment 187,500 2,500

**Construction**

Residential Construction 8,625,000 115,000

Site Work/Utilities/Parking 750,000 10,000

GC Fees 14% 1,312,500 17,500

Hard Cost Contingency 5% 534,375 7,125

Total Construction 11,221,875 149,625

**Soft Costs**

Accountant Cost Cert: 50,000

Third party (appraisal, inspections, survey etc.) 82,750

Environmental 25,000

Architectural & Engineering 250,877

Tenant Relocation 35,000

Other Project Soft Costs		1,251,047	
Developer Legal Costs		160,000	
Financing Costs - Issuance & Origination		509,824	
Financing Legal Costs		318,085	
Equity Syndication Costs		266,439	
Replacement Reserve:		22,500	
Lease Up Reserve		116,395	
Operating Subsidy Reserve		77,309	
Operating Deficit Reserve		159,531	
Debt Reserve:		457,188	
Soft Cost Contingency	5%	<u>294,813</u>	
	Soft Costs	4,076,757	54,357
<b>TOTAL COSTS before Developer Fee</b>		<b>15,486,132</b>	<b>206,482</b>
Developer Fee		2,633,055	35,107
<b>TOTAL COSTS</b>		<b><u>18,119,187</u></b>	<b><u>241,589</u></b>

G. Development/ Construction Schedule

Activity	Phase 1*	Phase 2* **	Phase 3*
<b>BCC Approval</b>	Feb-2019 – Mar-2019	Feb-2019 – Mar-2019	Feb-2019 – Mar-2019
<b>Rezoning/Site plan approval</b>	Apr-2019 – Jul-2019	Apr-2019 – Jul-2019	Apr-2019 – Jul-2019
<b>Finalize Construction Docs</b>	Aug-2019 – Oct-2019	Aug-2019 – Oct-2019	Aug-2019 – Oct-2019
<b>County Permitting</b>	Nov-2019	Nov-2019	Nov-2019
<b>Financial Closing</b>	Dec-2019	Dec-2019	Dec-2019
<b>Start Construction</b>	Dec-2019	Dec-2019	Dec-2019
<b>Marketing/Lease-Up</b>	Sep-2020 – Nov-2020	Sep-2020 – Nov-2020	Sep-2020 – Nov-2020
<b>Complete Construction</b>	Oct-2020	Oct-2020	Oct-2020
<b>Relocation (Annie Coleman #14)</b>	Nov-2020	Nov-2020	Nov-2020

\*Schedule is subject to Miami-Dade County expedited site plan, WASD, DERM, and building permit approvals.

\*\*Timeline may be subject to change based on prospective homebuyers' qualification and closing.

## H. Project Summary

For nearly two years, RUDG worked alongside residents of the Brownsville area to craft this vitally important plan for the development of Lincoln Gardens with the goal of providing decent, safe and sanitary housing for low-to-moderate income residents and seniors; improving quality of life for Annie Coleman 14 public housing residents residing adjacent to proposed Lincoln Gardens site; and establishing physical sustainability, economic vitality, and social well-being as the foundation for a comprehensive development in the Brownsville community.

The residents of Annie Coleman 14, members of BCNA, and additional community stakeholders provided valuable suggestions and voiced pressing concerns in the process of preparing the development plan for this 9-acre site in the heart of Brownsville. Collectively, with ample input from the community, RUDG developed an inclusive strategy to increase community participation, create economic development opportunities, and promote practicable sustainability within the new development. The ten community engagement meetings held also provided residents the opportunity to review design concepts focused on safety and green development, weigh in on employment and contracting opportunities, garner an understanding of development scheduling, and recommend unit and development amenities. As a result, the input was used to establish the final design, amenities, and community programs that will create a common vision for Lincoln Gardens and its larger community impact.

The final development plan for the Lincoln Gardens Project includes the construction of 217 residential units in a mix of public housing, affordable housing, workforce housing, and market rate units for home ownership. In addition, the new development will also include a 2,500 square foot on-site community center, safety design features, wi-fi access, a tot lot, and community picnic and pavilion area.

Furthermore, Related Urban made the commitment to construct a new \$2 Million community center at Marva Bannerman Park, and provide an additional \$1 Million toward park upgrades and improvements. Current residents of Annie Coleman 14, located adjacent to the project site, will have priority in filling the HUD determined 82 public housing units, providing these residents much needed, quality dwelling units.

The cooperatively prepared plan also provides for a Community Benefits Program which aims to reconstruct housing while addressing additional challenges of the citizens that reside in the area. The Community Benefits Program seeks to provide holistic support to the Lincoln Gardens residents through a multi-faceted approach of job training, educational opportunities, youth programs, and financial assistance to aspiring and current college and vocational students.

RUDG will also expand its partnership with OneUnited Bank for the Lincoln Gardens project, providing housing counseling workshops for participants who are interested in becoming first time homebuyers. These workshops provide information on credit, budgeting, saving, fair housing, mortgage closings, homeowner's insurance, and home maintenance. By providing housing and financial counseling programs for those within the area, with a focus of the counseling being on property maintenance and budgeting of personal finances on an individual level, RUDG anticipates a higher likelihood of residents achieving long-term success in home ownership and financial management. Moreover, Related Urban will launch additional cohorts of its Florida Department of Education approved construction apprenticeship program to empower community members seeking to gain additional experience and certification in the field of carpentry for potential employment or entrepreneurial opportunities post construction of Lincoln Gardens. This program is being provided in addition to the 20% Section 3 local hiring commitment and 50% construction cost commitments to SBE/ MBE/WBE/Section 3 firms.

Related Urban's investment in the Brownsville community through the development of Lincoln Gardens, coupled with the proposed Community Benefits Program, will be a key component in providing quality housing, increased community safety, increased educational attainment, more access to job training opportunities, and potential mitigation of the current digital divide. The income mix in the proposed plan and additional programs and services will help ensure long term viability of the development and achieves the goal of deconcentrating poverty and providing a pathway to upward mobility for future tenants of Lincoln Gardens. The new sense of personal responsibility and pride that will be spurred by the redevelopment of the Lincoln Gardens, along with the education, employment, and homeownership opportunities, will be essential to revitalization efforts in the greater Brownsville community.

**Appendix A.**  
**Meeting Summaries**

**Meeting #1**

**Date: October 26, 2016**

**Location: Marva Bannerman Park**

**Time: 6:00 P.M**

**Summary:**

During this initial Brownsville Community Engagement meeting the discussion was focused on laying the essential components of the new development including unit count, unit mix—including the inclusion of senior units—and security plans for resident safety and preservation of new development. In addition, community members inquired about the prospects of job and contracting opportunities for residents in the community by way of contacting and hiring goals, and responsible wages versus Davis Bacon wages for construction staff. There was also lengthy discussion regarding the language of the Master Development Agreement signed by the developer as it relates to the first right of refusal for Annie Coleman 14 residents and whether there was any obligation to accommodate Liberty Square residents.

**Meeting #2**

**Date: February 13, 2017**

**Location: Marva Bannerman Park**

**Time: 6:00 P.M**

**Summary:**

A significant portion of this community engagement meeting's discussion was a continuation of the previous gathering which focused on community safety, unit mix and count, and accommodations for the Annie Coleman Residents in the new development. Furthermore, there was in depth discussion around the different types of units proposed for the new development, such as townhomes, senior units, affordable, and workforce units in conjunction with the public housing. At the time, the request for a max of 212 units broken down as follows:

- 24 Townhomes units for ownership
- 48 Senior Units
- 72 Workforce Housing Units
- 72 Public Housing Units

Commissioner Edmonson, concerned with the concentration of public housing within one set area of the site, made the request that unit types be evenly dispersed throughout the site. Additional questions were raised from those in attendance regarding development timeline, parking requirements, affordability of rental rates, programs for youth, and community amenities (e.g. community center and computer lab). There was also brief discussion about park improvements at Marva Bannerman Park as a part of the development plan and the potential partnership with the Mourning Family Foundation for youth programs and activities for the larger Brownsville area

**Meeting #3**

**Date: June 26, 2017**

**Location: Marva Bannerman Park**

**Time: 6:00 P.M**

**Summary:**

RUDG project manager Kareem opened meeting with recap of last discussion regarding desired unit types, unit mix and evenly spread of public housing units throughout development site. The development team explained to residents that Lincoln Park development will be constructed similar to the planned garden style units at the new Liberty Square. Community members in attendance expressed their desire for the new development to be equipped with modern amenities not currently provided to Annie Coleman 14 residents such as:

- Washer and dryers
- Central air conditioning
- Impact window and doors
- Wi-Fi access to all units
- Energy efficient appliances
- Shared community space/ center

Additional discussion focused on potential upgrades at Bannerman Park. Residents stressed the importance of providing a safe space for area youth after school and/ or weekends. There were concerns raised regarding current lighting at Bannerman Park and the need for new park amenities/activities like renovations to tennis and basketball courts, and non-sports related activities.

**Meeting #4**

**Date: November 27, 2017**

**Location: Brownsville Middle School**

**Time: 6:00 P.M**

**Summary:**

RUDG partner and project manager, Kareem Brantley, opened meeting with an overview of the firm's ideas for the design plan and amenities for the Lincoln Gardens project which would include 3-story garden style buildings, in-unit washer and dryers, tot lot, resident programs and activities, improvements to Bannerman Park. Members of BNCA stressed their desire to have a non-profit services provider similar to the Mourning Family Foundation present at the Lincoln Gardens site to provide and manage services for area youth. The community members present made mention of the need to have enough units on site to accommodate the needs of seniors and retirees in the community in Lincoln Gardens along with the 72+ new public housing units.

Before the close of this meeting both Commissioner Edmondson and members of BCNA requested that the developer partake in a more robust outreach effort to ensure adequate community participation in this planning process. In addition to emails being sent to meeting attendees, RUDG and PHCD was asked to provide flyers to area residents in advance of meetings, establish webpage to post development information and updates, and place calls and send emails to previous attendees. Also, in preparation for

the next meeting, it was strongly encouraged that RUDG bring development site plans, unit renderings, and agendas for future discussions.

**Meeting #5**

**Date: January 29, 2018**

**Location: Brownsville Middle School**

**Time: 6:00 P.M**

**Summary:**

RUDG staff began this meeting by giving an overview of the proposed 3 phase development plan for Lincoln Gardens. The following is what was shared with resident in attendance:

- 216 Unit Development<sup>2</sup>
  - 82 Public Housing Units
  - 38 Affordable Housing Units
  - 6 Workforce Housing Units
  - 18 Homeownership Units
  - 72 Senior Housing Units

**Unit amenities to Include:**

- New kitchen cabinets
- Granite or comparable countertops
- Double-bowl kitchen sink and dishwasher
- Impact window and doors
- Wi-Fi access to all units
- Energy star appliances
- Washer and dryers
- Electric water heater
- Motion detectors on all outdoor lighting
- Energy efficient roofing on all buildings
- Central air condition with programmable thermostat

**Community/site amenities:**

- Gated Community with key fob access
- Pocket park
- Playground
- Pavilion/ Picnic Area
- Club room in Senior Building
- 3,500 sq. ft. community center w/ Wi-Fi at Marva Bannerman Park

It was also shared that development will include a mix of 1-4 BR units and the site will include 318 parking spaces with an additional 9 roadside spaces provided on the exterior. The community was also informed of the need for rezoning the area to implement the proposed development plan and the timeline to obtain BCC approval.

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<sup>2</sup> Unit count and configuration amended for development financing.



Before the close of the meeting, residents made several requests which were incorporated into the proposed amenities:

- accommodations for seniors needing access to public transit
- Miami modern architecture for the townhome units
- washers and dryers be located outside of bathroom
- onsite community center versus a center at Bannerman Park
- adding more roadside parking to the perimeter of the project site.

### **Meeting #6**

**Date: February 26, 2018**

**Location: Brownsville Middle School**

**Time: 6:00 P.M**

#### **Summary:**

The Related Urban and the design team from Design2From, Inc., presented information on Crime Prevention Through Environmental Design (CPTED) concepts that are planned for the development. This includes design concepts that prevent crime activity including:

- Crime Watch programs
- Visible security cameras
- Building orientation to overlook public areas
- Assuring clear sight lines
- Providing activity generators and seating for natural surveillance of open spaces
- Clear walkways, lighting and signage to entrances and exits
- Strong pedestrian connections between buildings and spaces
- Lighting
- Transparent fencing and gates
- Speed humps, traffic circles and medians
- Impact resistant glass and vandal resistant lighting

The Related Urban team also presented a review of the emergency systems to be included

- Knox boxes and siren operated sensors for emergency responder access at gates
- Fire alarm system, fire sprinkler system
- 24-hour call system in senior units

Design2 Form reviewed requests and comments from the last community meeting and presented solutions with how these requests are being addressed. These are summarized as follows:

- Request - Reduce walking distance from the bus stop to the main entrance of the senior housing building
  - Solution – A revised site plan was developed which includes an “L” shaped senior building which allows it to be relocated along NW 46th Ave. The existing bus stop along NW 46th Ave is proposed to be relocated to the area in front of the senior building (subject to Public Works approval). This building will be a 3-story and partial 4-story building.

- Request – Townhouses should reflect the Miami Modern (MiMo) architecture used as the design inspiration for the buildings
  - Solution – The townhouse architecture has been updated to the MiMo architecture and renderings will be shared at the next meeting.
- Request – Relocate the washer and dryer in the 2 Bedroom/1 Bath unit from the bathroom to the hallway.
  - Solution – The washer and dryer access has been relocated from the bathroom. Updated renderings will be shared at the next meeting.
- Provide a Community Center within the development, not at Bannerman Park.
  - Solution – A 2,500 square foot community center was added to the site plan
- Provide additional on-street parking, particularly for the townhomes.
  - Solution – On street parking is available on NW 25th Ave and 48th Street.

Additional community input was received regarding the Lincoln Gardens site

- Provide shade covering over bench seating and add additional seating
- Provide a generator for the senior building
- Provide a generator for the community center
- Provide 10 computers with Wi-Fi
- Consider the east bound bus stop and the proximity to the senior building
- Provide natural gas to units in Lincoln Gardens
- Provide training for home buying for the community to move toward homeownership

The Related Urban team reviewed the commitment for \$1 million in upgrades to Bannerman Park. The discussion moved to gaining community input on what is desired with these upgrades. Representatives from the Parks Recreation and Open Spaces were present at the meeting to listen. Input which is summarized as follows:

- Upgrade the playground so that there is no sand surface – The architect indicated that change to synthetic grass or rubber can be incorporated
- Provide a lighted walking trail
- Provide central air and ice machine and gym
- Improve the pool and add diving board
- Provide covering at pool/deck for hot weather
- Include hot water for showering
- Upgrade site lighting

**Meeting #7**

**Date: March 26, 2017**

**Location: Brownsville Middle School**

**Time: 6:00 P.M**

**Summary:**

Miami-Dade County PHCD presented information on Section 3 businesses and residents. Preference will be given to Section 3 businesses and residents for subcontracting and hiring. The project also has priority for residents living in the 33142-zip code. Training opportunities will also be provided through partnerships with Employ Miami-Dade, Miami-Dade College and the Urban Construction Craft Academy. A representative from Miami-Dade County PHCD was made available to meet with individuals who had questions about Section 3 or becoming a Section 3 business.

A representative from Miami-Dade Small Business Development presented the criteria to become a registered small business for goods, services, architecture, engineering as well as construction businesses. Information and contact information for applying for this registration was presented and the representative was available to meet with individuals who had questions. In addition, Design2Form design team presented the final plans, which were the result of the community engagement process. The plan includes 216 units total with:<sup>3</sup>

- 82 Public Housing units
- 18 townhome/homeownership units
- 6 workforce units
- 76 senior/affordable units.

The design team reviewed the design resulting from the community engagement including bedroom mix and parking and described the 3 phases for the project construction and reviewed the renderings and interior layout of the units

The following community requested plan changes/ suggestions were reviewed:

- Fencing will be installed between the buildings to secure the site.
- The senior building was changed to an "L" shaped building so that it could be relocated close to the bus stop. A portion of the building will be 3 stories and the other portion 4 stories.
- A community center was requested to be located within the site and was added.
- A tot lot and pavilion were added to the site.
- The townhomes were located to the west side of the site so that they will be on the same scale of the adjacent homes.
- Install new BBQ grills and picnic tables
- Plant shrubs at perimeter of tennis court
- Repair or resurface tennis court slab
- Paint bollards near tennis court
- Install new bookshelf in the park building

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<sup>3</sup> Unit count and configuration amended for development financing.

Bannerman Park improvement suggestions were reviewed based on the following list of desired improvements:

- Replace playground sand with engineered wood fiber
- Replace benches with new “age-friendly” benches
- Plant shade trees at perimeter of park and benches
- Install new walkway lighting
- Construct new jogging and walking path
- Install central A/C in the park building
- Install windows in the park building
- Resurface the basketball court
- Install security cameras around the buildings
- Playground upgrades
- Provide hot water in the pool building for the showers and locker rooms
- Provide new cool pool deck coating

A list of the desired improvements was passed out to meeting participants who were asked to rank their top 5 desired improvements from 1 through 5, since the identified improvements will exceed the \$1 million committed for Bannerman Park by Related Urban. These rankings were collected at the end of the meeting (13 responses collected). The number of 1 through 5 rankings an item received were subsequently tallied. The resulting top 5 items are listed as follows. Note - there was a 3-way tie for second:

- 1) Replace playground sand with engineered wood fiber
- 2) Install central A/C in the park building, install windows in the park building
- 2) Resurface the basketball court
- 2) Install security cameras around the buildings
- 3) Construct new jogging and walking path

A representative from Miami-Dade County RER reviewed the zoning of the property and the need to rezone to the RU-4 district which will allow 216 units. The Related Urban team explained that they will be putting together the development proposal summarizing the result of the community engagement for BCC approval, and developing a website to provide updates on the development

Kenneth Kilpatrick of the Brownsville Civic Neighborhood Association indicated that he believed the community benefits agreement for the project required \$2 million for the Alonzo Mourning Foundation to provide a community center and programs at Bannerman Park, and a single 5,000 square foot community center (not the proposed 5,000 sq. ft. of aggregate community space in Lincoln Gardens).<sup>4</sup> He then indicated disagreement with the 20% Section 3 hiring commitment as he felt that the Liberty Square hiring commitment was 50%<sup>5</sup>, and stated BCNA’s unsatisfied request for an on-site MDPD police substation<sup>6</sup> and on-site security guard. Kilpatrick also expressed dissatisfaction with the length of RUDG’s community engagement process and the lack of web presence and radio advertisement for the project. Mr. Kilpatrick concluded by

<sup>4</sup> See page 57 of this report, item 3

<sup>5</sup> Per MDA Section 9(e), the Section 3 hiring commitment for Liberty Square is 20%

<sup>6</sup> See page 58 of this report, item 7

recommending the Brownsville Civic Neighborhood Association request that the Board of County Commissioners deny the proposed development plan and suggested that the County reissue the RFP for Lincoln Garden

**Meeting #8**

**Date: May 17, 2018**

**Location: Marva Bannerman Park**

**Time: 6:00 P.M**

**Summary:**

Commissioner Edmonson opened the meeting to addressing concerns over issues raised during the previous community engagement meeting and the BCNA motion to not approve the Lincoln Gardens plan and request another RFP through the County. Commissioner Edmonson expressed her disappointment in how the meeting transpired and that media was now involved creating premature anxiety in community. The Commissioner requested that going forward, concerns over project be addressed to her office before media outlets.

Commissioner Edmonson and Related Urban team then facilitated discussion on the following:

- Community request incorporated in Lincoln Gardens Development Plan
- Side-by-side comparison of Liberty Square CBA and proposed CBA for Lincoln Gardens
- Proposed floor plans for on-site community center

At the conclusion of the meeting, BCNA requested additional time to digest the information shared. The group also requested it be allowed 30 days for review to offer sufficient feedback, and that regular office hours be held in Brownsville by RUDG team. Edmonson granted request for 30-day review period for BCNA and Annie Coleman 14 residents to review the proposed plan.

(See Appendixes B & C for additional meeting notes)

**Meeting #9**

**Date: July 9, 2018**

**Location: Marva Bannerman Park**

**Time: 6:00 P.M**

**Summary:**

Commissioner Edmonson facilitated discussion on BCNA alternative community benefits program for Lincoln Gardens and the corresponding responses from Related Urban and PHCD based on legality and feasibility. At the conclusion of the meeting, Commissioner Edmonson requested that RUDG continue to review the BCNA requests and provide final responses at the final community engagement meeting.

(See Appendix D for additional meeting notes)

**Meeting #10**

**Date: October 22, 2018**

**Location: Marva Bannerman Park**

**Time: 6:00 P.M**

**Summary:**

At the final community engagement meeting, RUDG team provided updates on the requested changes to the proposed Lincoln Gardens Community Benefit Program. The Related Urban team provided updates regarding potential partnership with United Way for youth programming and services at Bannerman Park; possibilities of including a police substation within new development after consultation with MDPD; the potential for partnership with Law firm of Hamilton, Miller & Birthisel, LLP for expansion of Brownsville Law Academy; and updates regarding hiring priorities for local Brownsville residents.

Residents in attendance voiced additional concerns regarding site security as RUDG did not agree to honor the request for 24hr roaming security guard at Lincoln Gardens. The developer cited TRG management staff, the CPTED design, and the adjacent MDPD substation as adequate security to ensure site safety. Community members also stressed the need for adequate oversight and enforcement to ensure that RUDG will be held accountable to commitments once plan approved. The RUDG team then explained the next steps in developing Lincoln Gardens, which includes the submission of the Lincoln Gardens report for BCC approval.

(See Appendix E for additional meeting notes)

## Appendix B.

### Request vs. Proposed Site Amenities

Below is a side-by-side comparison illustrating the items requested as a result of the community engagement process and those proposed by RUDG for the development of Lincoln Gardens.

<p><b>Requested</b></p> <p><b>Public, Affordable &amp; Workforce Housing:</b></p> <ul style="list-style-type: none"><li>• Garden Style Architecture</li><li>• 72 Public Housing Units (BCNA) 95 Public Housing Units (Annie Coleman #14)</li><li>• Maximum 50% Public Housing Units</li><li>• Match Annie Coleman (#14) bedroom sizes</li></ul>	<p><b>Proposed</b></p> <p><b>Public, Affordable &amp; Workforce Housing:</b></p> <ul style="list-style-type: none"><li>• Garden Style Architecture</li><li>• 82 HUD Approved Public Housing Units</li><li>• 38% Public Housing Units</li><li>• Exceeds Annie Coleman (#14) bedroom sizes</li></ul>
<p><b>Requested</b></p> <p><b>Townhouses:</b></p> <ul style="list-style-type: none"><li>• Home-ownership (16 to 24 units)</li><li>• Assigned parking near each townhouse</li><li>• Face single-family residences</li></ul>	<p><b>Proposed</b></p> <p><b>Townhouses:</b></p> <ul style="list-style-type: none"><li>• Home-ownership (18 units)</li><li>• 2 assigned parking spaces at each townhouse</li><li>• Fronting NW 25<sup>th</sup> Avenue, facing the single-family residences</li></ul>
<p><b>Requested</b></p> <p><b>Senior Building:</b></p> <ul style="list-style-type: none"><li>• 48 to 104 units</li><li>• Include 2 Bedroom units to allow for live-in aides</li><li>• Affordable units</li><li>• Pick-up / Drop-off area near main entrance of senior building</li><li>• Bus stop near main entrance</li></ul>	<p><b>Proposed</b></p> <p><b>Senior Building:</b></p> <ul style="list-style-type: none"><li>• 76 units</li><li>• (7) 2 bedroom units</li><li>• Affordable units</li><li>• Pick-up / Drop-off area near main entrance of senior building</li><li>• Relocate bus stop near main entrance (subject to Department of Transportation and Public Works approval)</li></ul>

**Requested**

**Units:**

- Washer and dryer in each unit
- Units for the disabled

**Proposed**

**Units:**

- Washer and dryer in each unit
- Units will meet Uniform Federal Accessibility Standards (UFAS) requirements

**Requested**

**Community/Site:**

- On-site Community Center and Resource Center with computers
- 5,000 SF Community Center
- Tot Lot
- Pocket Park

**Proposed**

**Community/Site:**

- 2,500 SF On-site Community Center with Multi-Purpose Community Room and Resource Center with computers and 2,500 SF Community Space within Senior Building
- Total of 5,000 SF of Community Space
- Tot Lot on-site
- Pocket Park on-site

**Requested**

**Community/Site:**

- Security
- Maximum building height of 3 stories
- Restore NW 48<sup>th</sup> Street

**Proposed**

**Community/Site:**

- Gated community with key fob access entry, and security cameras
- Maximum building height of 3 stories (except east wing of Senior Building)
- Restore NW 48<sup>th</sup> Street



## Appendix C.

### Lincoln Gardens & Liberty Square CBP Comparison

The following chart was produced at the request of the community due to concerns over significant differences between the approved Community Benefits Program for Liberty Square and that proposed for Lincoln Gardens. The side-by-side comparison illustrates where there are similarities and differences between the adopted and proposed programs.

*Note: Liberty Square is a 60-Acre site with 709 existing public housing units located in Liberty Square*

#### **Liberty Square Community Benefit Program**

1. Developer will launch a community wide door-to-door campaign to perform a needs assessment on current residents to ensure all residents are properly engaged and their needs are being addressed.
2. Developer will work with the County and their consultant the South Florida Housing Studies Consortium and include their input into the community engagement process.
3. Developer will establish a website along with a social media, print and radio campaign to provide the community with information and updates regarding the redevelopment plan.
4. Developer will establish a Rise Up Coalition office onsite for resident meetings, to provide updated information on the redevelopment plans, receive comments and feedback, publish job listings, and conduct homeownership workshops.

*Note: Lincoln Gardens is a vacant 9-Acre site located in Brownsville*

#### **Proposed Lincoln Gardens Community Benefit Program**

1. Community Engagement Process for Lincoln Gardens is addressed in Master Development Agreement (MDA), Section 3, (b), which is provided at the end of this comparison (see Page 15).
2. Community Engagement Process for Lincoln Gardens is addressed in Master Development Agreement (MDA), Section 3, (b), which is provided at the end of this comparison (see Page 15).
3. Developer will establish a website along with a social media, print, and radio campaign to provide the community with information and updates regarding the redevelopment plan.
4. Developer will post information and hold developer office hours at Bannerman Park to provide updated details on the redevelopment plans, receive comments and feedback, publish job listing, and conduct homeownership workshops.

**Liberty Square  
Community Benefit Program**

5. Developer shall consult with and take community input from the Liberty Square and Liberty City residents regarding the preservation of the historic community center.
6. Developer will partner with Florida International University to conduct a community engagement process and gather resident input and community stakeholders input regarding all final designs and programs of the redevelopment plan.
7. Developer will maintain the structure of the Liberty Square Resident Council.
8. Developer will create the Rise-Up Coalition that will be comprised of community stakeholders, including but not limited to residents, the resident council, businesses and local representatives, to ensure that the community's vision for the redevelopment plan is incorporated into the final designs.
9. Developer will implement a plan that will allow families to remain within Liberty Square during the multiple phases of construction.

**Proposed Lincoln Gardens  
Community Benefit Program**

5. N/A
6. Community Engagement Process for Lincoln Gardens is addressed in Master Development Agreement (MDA), Section 3, (b), which is provided at the end of this comparison (see Page 15).
7. Developer will maintain the structure of the Annie Coleman 14 Resident Council.
8. Community Engagement Process for Lincoln Gardens is addressed in Master Development Agreement (MDA), Section 3, (b), which is provided at the end of this comparison (see Page 15).
9. N/A

**Liberty Square  
Community Benefit Program**

10. Developer will rehabilitate units within the Liberty Square site utilizing current residents that have experience in the construction trade.
11. Developer will partner with Kareem T. Brantley who will receive 5% of the developer fee received by Developer.
12. Developer will partner with a social service organization to set aside units for youth aging out of the foster care system.
13. Developer will establish a first-time homebuyer education program with a HUD approved homebuyer education agency.
14. Developer will establish credit repair and financial literacy programs with a local bank.

**Proposed Lincoln Gardens  
Community Benefit Program**

10. N/A
11. Developer will partner with Kareem T. Brantley, who will receive 5% of the developer fee received by Developer.
12. N/A
13. Developer will establish a first-time homebuyer education program with a HUD approved home education agency.
14. Developer will establish credit repair and financial literacy programs with One United Bank to provide first-time homebuyer mortgages.

**Liberty Square  
Community Benefit Program**

15. Developer will partner with One United Bank, the largest African American owned bank in the country, to provide first-time homebuyer mortgages.
16. Developer will construct approximately 60 affordable, workforce, and market rate homeownership units at the Liberty Square site.
17. Developer will partner with BAC Funding to create a specialized small business loan program for contractors.
18. Developer shall provide a mentoring program for small businesses through each of the Phases of the Development.
19. Developer will partner with local labor unions to provide apprenticeship training programs to the residents of Liberty Square and zip codes 33142 and 33147, to the extent permitted by law and approved by the United States Department of Housing and Urban Development.
20. Developer will partner with local organizations to provide job training to ex-offenders for residents residing in zip codes 33142 and 33147.

**Proposed Lincoln Gardens  
Community Benefit Program**

15. Combined into item #14 above. Developer will establish credit repair and financial literacy programs with One United Bank to provide first-time homebuyer mortgages.
16. Developer will construct approximately 38 affordable, workforce, and market rate homeownership units at the Lincoln Gardens site.
17. Developer will create a specialized small business program for contractors participating in construction activities.
18. N/A
19. Developer will partner with Miami-Dade County Public Schools and Urban Construction Craft Academy to provide apprenticeship training programs to the residents of Annie Coleman 14 and the 33142 zip code, including ex-offenders.
20. See item #19 above.

**Liberty Square  
Community Benefit Program**

21. Developer will partner with the Miami-Dade Public Defender to assist ex-offenders with expunging their criminal records to allow for reentry into the workplace.
22. Developer will partner with Miami Dade College to provide numerous job training certificate and degree programs for residents residing in zip codes 33142 and 33147.
23. Developer will partner with Employ Miami-Dade and Career Source of South Florida to provide job training and job placement services for residents living in zip codes 33142 and 33147.
24. Developer will partner with the Miami Children's Initiative to incorporate programs and strategic partnerships to better serve Liberty City's youth.
25. Developer will establish a Rise Up Community Fund in partnership with The United Way to seed local Community Based Organizations from Liberty City and assist with their programs.

**Proposed Lincoln Gardens  
Community Benefit Program**

21. Developer will partner with the Miami-Dade Public Defender to assist ex-offenders with expunging their criminal records to allow for reentry into the workplace.
22. Developer will partner with Miami Dade College to provide numerous job training certificate and degree programs for residents residing in zip code 33142.
23. Developer will partner with Employ Miami-Dade and Career Source of South Florida to provide job training and job placement services for residents living in 33142 zip code.
24. N/A
25. N/A

**Liberty Square  
Community Benefit Program**

26. Developer shall establish and fund two (2) voluntary scholarship funds in the total amount of \$50,000.00 per Phase of the Development for residents of public housing in the Liberty City and Brownsville areas (the "Liberty Square Public Housing Student Scholarship Fund" and the "Brownsville Public Housing Student Scholarship Fund"), with half of such total amount due and payable upon Financial Closing for such Phase and the balance due and payable upon construction completion of such Phase. Developer shall further contribute a total of \$25,000.00 per year to the Liberty Square Public Housing Student Scholarship Fund and the Brownsville Public Housing Student Scholarship Fund (to be apportioned between such funds based upon the pro rata share of public housing units located in each respective community) for fifteen (15) years for an additional total of \$375,000.00. The first such additional installment shall be paid upon the first anniversary of the construction completion of the first phase constructed. At least 80% of the Liberty Square Public Housing Student Scholarship Fund and the Brownsville Public Housing Student Scholarship Fund will be allocated to students attending or who will attend Florida Memorial University. The remaining 20% may be allocated to students attending or who will be attending other colleges or universities.

**Proposed Lincoln Gardens  
Community Benefit Program**

26. Developer shall establish and fund two (2) voluntary scholarship funds in the total amount of \$50,000.00 per Phase of the Development for residents of public housing in the Liberty City and Brownsville areas (the "Liberty Square Public Housing Student Scholarship Fund" and the "Brownsville Public Housing Student Scholarship Fund"), with half of such total amount due and payable upon Financial Closing for such Phase and the balance due and payable upon construction completion of such Phase. Developer shall further contribute a total of \$25,000.00 per year to the Liberty Square Public Housing Student Scholarship Fund and the Brownsville Public Housing Student Scholarship Fund (to be apportioned between such funds based upon the pro rata share of public housing units located in each respective community) for fifteen (15) years for an additional total of \$375,000.00. The first such additional installment shall be paid upon the first anniversary of the construction completion of the first phase constructed. At least 80% of the Liberty Square Public Housing Student Scholarship Fund and the Brownsville Public Housing Student Scholarship Fund will be allocated to students attending or who will attend Florida Memorial University. The remaining 20% may be allocated to students attending or who will be attending other colleges or universities.

**Liberty Square  
Community Benefit Program**

- 27. Subject to the Community Engagement and Planning Process, Developer will build a new approximately 20,000 to 30,000 square foot Community Center with free WiFi on the Liberty Square site to provide space for numerous Community Based Organizations, such as the Miami Children's Initiative, Multi Ethnic Youth Group Association, YMCA of South Florida, Alonzo Mourning Family Foundation, Easter Seals, Helping Hands.
- 28. N/A
- 29. Developer will build a new Community Park with a multipurpose field, basketball court, baseball field and a Community Pool (40' x 80') within the Liberty Square site.
- 30. Developer will invest in infrastructure to provide free WiFi access to all Liberty Square families and help close the "digital divide".
- 31. Developer will build a new Early Childhood Education School, to include an Early Head Start and Head Start program, modeled after the United Way's Center for Excellence onsite.

**Proposed Lincoln Gardens  
Community Benefit Program**

- 27. Subject to the Community Engagement and Planning process, developer will build a new approx. 2,500 sq. ft. community center w/ free Wi-Fi on the Lincoln Gardens site to provide space for community driven programming.
- 28. Developer will provide approx. 2,500 sq. ft. of community space within the Elderly building.
- 29. Developer will contribute \$1 Million to Bannerman Park for upgrades and improvements.
- 30. Developer will invest in infrastructure to provide free Wi-Fi access to all Lincoln Gardens residents to help close the "digital divide".
- 31. N/A

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**Liberty Square  
Community Benefit Program**

- 32. Developer is proposing to build a new facility for the City of Miami Police Athletic League to expand their current programs and foster better interaction between youth and the police.
- 33. Developer will work closely with the Liberty Square Resident's Council and law enforcement agencies to establish a Crime Watch Program.
- 34. Developer will install a new state-of-the-art internet based security camera monitoring system.
- 35. Developer will work closely with the City of Miami and Miami-Dade County Police Departments during the design process to incorporate Crime Prevention Thru Environmental Design concepts.
- 36. Developer will design the development using Smart Growth Development principles to create a community of compact neighborhoods where residents will have access to education, employment, social services and recreational opportunities within their neighborhood.

**Proposed Lincoln Gardens  
Community Benefit Program**

- 32. N/A
- 33. Developer will work closely with resident leaders and law enforcement agencies to establish a Crime Watch Program.
- 34. Developer will install a new state-of-the-art internet based security camera monitoring system.
- 35. Developer will work closely with the Miami-Dade County Police Department during the design process to incorporate Crime Prevention thru Environmental Design concepts.
- 36. Developer will design the development using the Smart Growth Development principles.

**Liberty Square  
Community Benefit Program**

- 37. Developer will create a walkable development with accessible public transportation options.
- 38. Developer shall cooperate with the County, and any other applicable government entities, to implement a shuttle service within the Liberty Square site for residents of the Development.
- 39. Developer will design and build a sustainable development with many green construction features.
- 40. Developer will partner with local artists to design and build four new art plazas at the Liberty Square site.
- 41. Developer will work closely with the Liberty City Trust and the Liberty Square Resident Council to preserve the existing segregation wall on 12<sup>th</sup> Avenue and build the historic linear park.
- 42. Developer will work closely with the City of Miami to implement the infrastructure improvements along Martin Luther King, Jr. Boulevard, Sherdavia Jenkins Memorial Park and African Square Park.

**Proposed Lincoln Gardens  
Community Benefit Program**

- 37. Developer will create a walkable development with accessible public transportation options.
- 38. Developer shall cooperate with the County, and any other applicable government entities, to implement a shuttle service for use by residents of Lincoln Gardens.
- 39. Developer will design and build a sustainable development with many green construction features.
- 40. Developer will partner with Miami-Dade County Art in Public Places, to design and create art within the Lincoln Gardens site.
- 41. N/A
- 42. N/A

**Liberty Square  
Community Benefit Program**

- 43. Developer will preserve one of the existing buildings within the Liberty Square site to create the Liberty Square Museum in partnership with the Black Archives, to preserve the history of Liberty Square and document its future. Developer shall consult with and take community input from the Liberty Square and Liberty City residents regarding which of the existing buildings shall be utilized for the Liberty Square Museum.
- 44. Developer will work closely with the City of Miami and Miami-Dade County to implement the infrastructure improvements on the 15<sup>th</sup> Avenue business corridor.
- 45. Developer will work closely with the City of Miami and Miami-Dade County to establish a Façade Improvement Program along the 15<sup>th</sup> Avenue business corridor.
- 46. Developer will work closely with the Small Business Administration, OneUnited Bank, other national banks, and Small Business Community Organizations, to provide loans, seed capital, financial literacy for "mom and pop" businesses in the Rise Up zone.

**Proposed Lincoln Gardens  
Community Benefit Program**

- 43. N/A
- 44. Developer will work closely with Miami-Dade County to implement the infrastructure improvements along perimeter of property (NW 48 Street between 24 Ave and 25 Ave).
- 45. N/A
- 46. Developer will establish credit repair and financial literacy programs with One United Bank.

**Liberty Square  
Community Benefit Program**

- 47. Developer will lease office space to a real estate brokerage office onsite, subject to zoning approvals.
- 48. Developer will partner with the Miami Dade Chamber to provide office space within the Liberty Square site for the creation of a small business incubator program, subject to zoning approvals.
- 49. Developer is proposing to build a new K thru 2 charter school onsite, subject to zoning approvals.
- 50. Developer will partner with the Dorsey Educational Program and Miami Dade Public Schools to provide an adult educational center onsite, subject to zoning approvals.
- 51. Developer will design and build approximately 15,000 square feet of "mom and pop" retail space along 15<sup>th</sup> Avenue to revitalize the 15<sup>th</sup> Avenue business corridor and assist in reestablishing the 15<sup>th</sup> Avenue Business Association, subject to zoning approvals.

**Proposed Lincoln Gardens  
Community Benefit Program**

- 47. N/A
- 48. N/A
- 49. N/A
- 50. N/A
- 51. N/A

**Liberty Square  
Community Benefit Program**

52. Developer will build an approximately 40,000 square foot national grocery on MLK Boulevard, subject to zoning approvals.
53. Developer will partner with the Public Health Department of the University Of Miami School Of Medicine, to provide public health services onsite along with internship programs for the medical school students and Miami Northwestern Senior High school nursing magnet students, subject to zoning approvals.
54. Developer will build a new Community Health Center, subject to zoning approval, in partnership with Jessie Trice Community Health Center, to include specialty medicine such as a Sickle Cell Disease medical space, and the historical Yeager Medical Museum highlighting African American contributions to medicine in South Florida, subject to zoning approvals.
55. Developer has committed to providing a minimum of 50% of the value of the construction contracts to Section 3, or SBE, MBE and WBE firms, with an estimated economic impact of over \$90,000,000.

**Proposed Lincoln Gardens  
Community Benefit Program**

52. N/A
53. N/A
54. N/A
55. Developer has committed to providing a minimum 50% of the value of the construction contracts to Section 3, SBE, MBE, and WBE firms.

**Liberty Square  
Community Benefit Program**

56. Developer has committed to provide 20% of the construction jobs created for Section 3 eligible residents.
57. Developer has committed to provide 75% of the permanent jobs created for Section 3 eligible residents.

**Proposed Lincoln Gardens  
Community Benefit Program**

56. Developer has committed to provide 20% of the construction jobs created for section 3 eligible residents and residents of zip code 33142.
57. Developer has committed to provide 75% of the permanent jobs created for Section 3 eligible residents and residents of zip code 33142.

**Master Development Agreement (MDA) for Liberty Square and Lincoln Gardens, Section 3, (b):**

The development of the Lincoln Gardens Development shall be subject to the express approval, by a majority vote of the Board of County Commissioners (the "Board"), of the plan for development of Lincoln Gardens Development which results from the Developer's participation in the Community Engagement and Planning Process. The plan for development shall be contained in a report (hereinafter the "Lincoln Gardens Report") created in consultation with the residents and businesses within the Brownsville area to ensure that the community vision for the redevelopment plan for the Lincoln Gardens Development is incorporated to the extent feasible into the final plan. The County may request that the Developer supplement the Lincoln Gardens Report to address any and all of the issues discussed during the Community Engagement Process prior to submission of the plan and Lincoln Gardens Report to the Board for the Board's approval by resolution or motion. If the Board does not approve the plan contained within the Lincoln Gardens Report, the Developer shall consider the Board's input, as well as additional community input and, if additional community input is required by the Board, the Developer shall amend or restate the plan to address those concerns. This process shall continue until approval by the Board of the plan. Upon approval of the plan, the Developer shall be authorized to proceed with the Lincoln Gardens Development in accordance with the approved plan and other timelines and conditions set forth in this Agreement.

**Appendix D.**

**Preliminary Responses to Community Requested Benefits Program**

The following is a list of community benefits recommended by the members of Brownsville Civic Neighborhood Association (left), with initial responses provided by RUDG and PHCD (right) at the July 2018 Lincoln Gardens community engagement meeting.

	<b>BCNA Recommendations</b>	<b>Recommendation by RUDG and PHCD</b>	<b>Comment by RUDG and PHCD</b>
1	That a minimum \$2 Million Dollars be set-aside to construct a new state of the art community center at Bannerman Park	Yes	
2	That the new community center at Bannerman Park include an indoor basketball court to provide more space for parking near the center (this would eliminate the outdoor basketball court)	Possibly	Community center design amenities would depend on the \$2 Million budget.
3	That The Alonzo Mourning Foundation, or similarly credentialed organization, be reconsidered as the sponsor & administrator of the community center at Bannerman Park	Possibly	The Alonzo Mourning Foundation has indicated it is not coming to the Lincoln Gardens Development. If a similarly credentialed organization expressed an interest and ability for this task, it could be considered. The YMCA could possibly fill this role.
4	That classrooms with after-school and summer programming be included in the community center at Bannerman Park	Possibly	Community center design amenities would depend on the \$2 Million budget. Feasibility for cost of County Parks and Recreation staffing to administer any programs would need to be considered by Parks and Recreation.
5	That the community room at the Lincoln Gardens community center be larger than proposed by the developer (see draft floor plan created by architect: Derrick Smith)	Yes	The size of the community center is 2,500 sf. Should the community room be increased in size, the community should be advised that this will reduce the amount of square



			footage for other spaces within the center.
6	That mailboxes for Townhome & Family unit residents be located at the community center, with a small "mailroom" for mail carriers	Yes	Subject to approval from USPS. The size of the community center is 2,500 sf. The community should be advised that this will reduce the amount of square footage for other spaces within the center.
7	That 1,000 s/f of the proposed 2,500 s/f community space within the Lincoln Gardens Senior Building be allocated to Miami-Dade Police Department (MDPD) to house a sub-area police station	Possibly	Subject to approval by MDPD. The community should be advised that this will reduce the amount of square footage for other spaces within the senior center. Additionally, it has been our experience that latest sub-stations are smaller in square footage; police want officers out in the field.
8	That concierge services be established, permanently, for the senior building only.	Need Clarification	Need further clarification on what is meant by concierge services.
9	That 1st class, upscale, apartments that are larger than those that are currently proposed, be built for all unit types and with floor plans that call for more open space within the units	No	The size of the units proposed is in line with other projects within Miami-Dade County and the current market.
10	That young people residing within the residential sections of census tracts 18.03, 1,2,5 & 6 as well as 18.02, 6 be given the highest priority in a paid apprenticeship & job placement program, also including viable job training and placement opportunities for convicted felons living within the residential portions of the aforementioned census tracks	Yes	RUDG has initiated an in-house apprenticeship program in partnership with the Miami-Dade School Board (Dorsey Skills Center). This program will be a part of the Lincoln Gardens project. In addition, job placement opportunities for convicted felons will be included.
11	That Architect Derrick Smith be consulted on all architectural floor plans/renderings of the project to ensure that the community's wishes are properly translated	Partial yes	Building plans at 50% and 100% CD milestones can be shared with Derrick Smith for informational purposes.

12	That the community center at Bannerman Park have two levels with level one serving a multi-purpose use. One of the multipurpose uses shall be a regulation size basketball court and the other use shall include a retractable stage that will transition the space into a hall. The second level shall contain classrooms and other after-school, gym and senior recreational uses	Possibly	Community center design amenities would depend on the \$2 Million budget.
13	That the local employment hiring goal be raised to 40% of the workforce during the life of the construction project, to include preconstruction activity and that a member of the BCNA and AC#14 be present at all pre-construction meetings	No	A local hiring goal of 40% is not realistically feasible. 20% is consistent with Liberty Square and the Master Development Agreement. BCNA and AC#14 may be invited to any public outreach meetings for employment hiring.
14	That the developer shall provide the BCNA and AC#14 representatives with a weekly report detailing the individuals who were trained and/or hired from the local community, their race and color, their age and the census tract that they reside in	Partial yes	Reports can be provided quarterly.
15	That Miami-Dade County and/or the Developer disclose all funding sources of the project	Yes	Funding sources can be disclosed once financing is secured for each phase.
16	That an apprenticeship program be established for the census tracts: 1. 18.03, 5, 18.03, 2, 17.02, 2, 17.02, 5, 17.02, 1, 18.03, 6, 18.03, 1, 18.02, 6, 18.01, 3, 18.01, 2, 18.01, 4, 18.01, 5, 18.01, 1, 15.02, 2, 15.02,1. Possible facilitators of the apprenticeship, recommended by the community include: Dorsey Skills Center and Lindsey Hopkins	Yes	RUDG has initiated an in-house apprenticeship program in partnership with the Miami-Dade School Board (Dorsey Skills Center). This program will be a part of the Lincoln Gardens project.
17	That local artist: Addonis Parker be contracted to construct a lasting, aluminum-based mural of prominent Brownsville pioneers at the	Partial yes	Public Art will be a part of the project as required through the County's Art In Public Places program,

	Lincoln Gardens community center and at the community center at Bannerman Park		however must follow the County's Art In Public Places selection process for artists.
18	That a community garden be constructed on the roof of the Lincoln Gardens community center, complete with ADA accessibility	Partial yes	A community garden can be constructed within the grounds. A rooftop garden would require elevators and other cost-prohibitive requirements.
19	That mandatory orientation workshops on tenant rights & responsibilities be held at least once every year during the life of the project	Yes	Annual meetings with residents can be held.
20	That legal assistance be provided for Annie Coleman tenants who are/may be facing eviction throughout the life of the project	No	This creates a legal conflict and is not feasible.
21	That a requirement be established, mandating that all eighty-two (82) proposed public housing units be filled by current Annie Coleman #14 residents with a first right of refusal to current Annie Coleman tenants, perpetually (throughout the life of the project	Yes	Families currently residing in Annie Coleman 14 will have preference for a right-sized unit, per PHCD guidelines at the Lincoln Gardens site. The families occupying units in the three abutting properties to Lincoln Gardens will have first preference. The new public housing units at Lincoln Gardens will be operated as public housing units in accordance with HUD guidelines.
22	That local contractor: Ario Lundy be provided a substantially equivalent opportunity, as Kareem Brantley, to be engaged as a minority equity-partner in the Lincoln Gardens project	No	PHCD cannot compel RUDG to utilize specific staff.
23	That the developer will construct exactly 18 affordable, workforce and market rate homeownership units at the Lincoln Gardens site	Yes	This is currently in the plans.
24	That the developer will provide a mentoring program for small businesses along NW 46th Street, through each of the Phases of the	No	There is no commercial space proposed for the Lincoln Gardens development.

	Development		
25	That the Developer will provide an annual monetary gift of \$50,000 to the Historic Hampton House Trust to sustain operations and make community access and use more affordable to the community	No	The Historic Hampton House Trust is unrelated to this development.
26	Include the following census tracts, as a priority, in the Urban Construction Craft Academy apprenticeship programs targeted for zip code 33142 as a first right of refusal: 1. 18.03, 5 2. 18.03, 2 3. 17.02, 2 4. 17.02, 5 5. 17.02, 1 6. 18.03, 6 7. 18.03, 1 8. 18.02, 6 9. 18.01, 3 10. 18.01, 2 11. 18.01, 4 12. 18.01, 5 13. 18.01, 1 14. 15.02, 2 15. 15.02, 1	Yes	RUDG has initiated an in-house apprenticeship program in partnership with the Miami-Dade School Board (Dorsey Skills Center). This program will be a part of the Lincoln Gardens project.
27	Include the following census tracts, as a priority, in Miami Dade College job training certificate and degree programs targeted for zip code 33142 as a first right of refusal: 1. 18.03, 5 2. 18.03, 2 3. 17.02, 2 4. 17.02, 5 5. 17.02, 1 6. 18.03, 6 7. 18.03, 1 8. 18.02, 6 9. 18.01, 3 10. 18.01, 2 11. 18.01, 4 12. 18.01, 5 13. 18.01, 1 14. 15.02, 2	Yes	RUDG has initiated an in-house apprenticeship program in partnership with the Miami-Dade School Board (Dorsey Skills Center). This program will be a part of the Lincoln Gardens project.

	15. 15.02, 1		
28	<p>Include the following census tracts, as a priority, in the Employ Miami-Dade &amp; Career Source of S. Florida job training and placement programs targeted for zip code 33142 as a first right of refusal:</p> <ol style="list-style-type: none"> <li>1. 18.03, 5</li> <li>2. 18.03, 2</li> <li>3. 17.02, 2</li> <li>4. 17.02, 5</li> <li>5. 17.02, 1</li> <li>6. 18.03, 6</li> <li>7. 18.03, 1</li> <li>8. 18.02, 6</li> <li>9. 18.01, 3</li> <li>10. 18.01, 2</li> <li>11. 18.01, 4</li> <li>12. 18.01, 5</li> <li>13. 18.01, 1</li> <li>14. 15.02, 2</li> <li>15. 15.02, 1</li> </ol>	Yes	RUDG has initiated an in-house apprenticeship program in partnership with the Miami-Dade School Board (Dorsey Skills Center). This program will be a part of the Lincoln Gardens project. RUDG will recruit residents within these census tracts from the Employ-Miami Dade program.
29	That the developer will partner with WE RISE of the Greater Miami Urban League, Family Safety Net programs, at a minimum, to incorporate programs and strategic partnerships to better serve Brownsville's youth	Possibly	Subject to meetings that will need to be held with the Urban League to gain a better understanding of their program.
30	That the developer will establish a Community Fund in partnership with the United Way to seed local CBO's from Brownsville & to assist with their programs	No	There is no commercial space for CBO's being constructed at Lincoln Gardens.
31	That the developer will emphasize senior accessibility in its development of shuttle services for use by residents of Lincoln Gardens	Yes	The proposed plans include the relocation of the existing bus stop to a location closer to the senior building and accessible building entryways. This relocation is subject to the approval from Miami-Dade Transit.
32	That the developer's "green construction features" will include a handicap accessible "roof-garden" atop the	No	A community garden can be constructed within the grounds. A rooftop garden

	community center at the Lincoln Gardens site		would require elevators and other cost-prohibitive requirements.
33	That the design and creation of art will also be included at Bannerman Park with both the Lincoln Gardens and Bannerman Park sites containing aluminum-based art murals created by local artist: Addonis Parker	Partial yes	Public Art will be a part of the project as required through the County's Art In Public Places program, however must follow the County's Art In Public Places selection process for artists.
34	That the developer will partner with the Lawfirm of Hamilton, Miller & Birthisel LLP & Miami-Dade Schools to sustain and expand the year-round, after school and summer curriculum of the Brownsville Law Academy, making it more accessible to children residing in Annie Coleman #14 and the following census tracts: 1. 18.03, 5 2. 18.03, 2 3. 17.02, 2 4. 17.02, 5 5. 17.02, 1 6. 18.03, 6 7. 18.03, 1 8. 18.02, 6 9. 18.01, 3 10. 18.01, 2 11. 18.01, 4 12. 18.01, 5 13. 18.01, 1 14. 15.02, 2 15. 15.02, 1	Possibly	Subject to meetings that will need to be held with the law firm and Miami-Dade Public Schools to gain a better understanding of their program.
35	That the developer will provide 40% of the construction jobs created for section 3 eligible residents and residents of zip code 33142, with an emphasis on including the following census tracts, as a priority and as a first right of refusal: 1. 18.03, 5 2. 18.03, 2 3. 17.02, 2 4. 17.02, 5	No	A local hiring goal of 40% is not realistically feasible. 20% is consistent with Liberty Square and Master Development Agreement.

	<p>5. 17.02, 1  6. 18.03, 6  7. 18.03, 1  8. 18.02, 6  9. 18.01, 3  10. 18.01, 2  11. 18.01, 4  12. 18.01, 5  13. 18.01, 1  14. 15.02, 2  15. 15.02, 1</p>		
36	<p>That the developer will prioritize the following census tracts in the provision of 75% of the permanent jobs created for Section 3 and 33142 residents, providing them with a first right of refusal:</p> <p>1. 18.03, 5  2. 18.03, 2  3. 17.02, 2  4. 17.02, 5  5. 17.02, 1  6. 18.03, 6  7. 18.03, 1  8. 18.02, 6  9. 18.01, 3  10. 18.01, 2  11. 18.01, 4  12. 18.01, 5  13. 18.01, 1  14. 15.02, 2  15. 15.02, 1</p>	Yes	
37	<p>Delete planned "Installation of new bookshelf in the park building", ref. Approved Capital Improvement Project for Marva Y. Bannerman Park with a recapture of those allocated funds to a more appropriate use</p>	No	<p>This is an item budgeted by County Parks and Recreation and the work has already been completed.</p>
38	<p>Regarding the proposed options for \$1Million Improvements to Marva Bannerman Park: Demolish the existing community center at Bannerman Park:</p> <p>i. Provide "Stay Cool" technology to the proposed "Replacement of playground sand with engineered wood</p>	Need clarification	<p>\$1 Million will not build all of these items. Need clarification on this list.</p>

	<p>fiber" and "Replacement of benches with "age-friendly" benches;</p> <p>ii. Add security cameras along walking and jogging paths;</p> <p>iii. Provide "cool touch" canopy/covering with playground upgrades;</p> <p>iv. Eliminate in-door showers and add transparent outdoor showers only, at the Marva Bannerman Pool;</p> <p>v. Add 10 computer workstations for neighborhood youth;</p> <p>vi. Add an Ice Machine for use by seniors and children;</p> <p>vii. Add AED's (Automated External Defibrillators) and trained first responder(s) personnel at the park</p> <p>viii. With respect to the "Top 5 Improvements" the community is requesting a detailed line item budgetary breakout of the currently proposed five projects, and;</p> <p>ix. Eliminate central A/C and windows in the park building since this will done with construction of the new community center;</p> <p>x. Provide state of the art, photo votex/LED lighting and state of the art PTZ (point/tilt/zoom) cameras around the buildings and along walk/jogging paths</p>		
39	<p>Add Physical security to the community/site (stationed and roving units) along with a detailed maintenance plan for grounds &amp; bldgs</p>	No	<p>The development is being designed with Crime Prevention through Environmental Design principles and includes state of the art key fob to common areas and parking areas, fencing and high tech</p>



			camera security systems. Further clarification is needed on what is meant by detailed maintenance plan.
40	Make all senior units "handicap-accessible" and make all units (sitewide) designed with "Universal Design"	Yes	The affordable senior units will be ADA accessible and designed with Universal Design features
41	That the Community Benefits Agreement (CBA) for Lincoln Gardens be converted to a covenant agreement and that a new section of the Master Development Agreement be created to acknowledge the CBA as a covenant	No	As per the County Attorney Office, this cannot be provided.
42	That a small business contractor relief fund be created to mitigate prolonged disputes surrounding non-payment by the Developer that threaten the livelihood of the small business and/or impact payroll of employees hired thru the local hiring program(s) of this project. The process for accessing the relief fund will be created in consultation with local unions and the BCNA	No	This project is covered under a performance and payment bond. As such, any subcontractors or suppliers who have a legitimate dispute with payment can receive relief from the bond.
43	That input from the community be <i>required</i> by the Board, (not just a supplemental report that "addresses" issues discussed during the community engagement process), prior to submission of the plan and the Lincoln Gardens Report to the Board of County Commissioners	No	The Master Development Agreement already requires and states the following: "The plan for development shall be contained in a report (hereinafter the "Lincoln Gardens Report") created in consultation with the residents and businesses within the Brownsville area to ensure that the community vision for the redevelopment plan for the Lincoln Gardens Development is incorporated to the extent feasible into the final plan." Additionally, an amendment will be provided to the Master Development Agreement incorporating the

			requirements of the Lincoln Gardens Report approved by the Board.
44	Install a carwash area complete with air/vac hose machine in a clean unobstructed universally accessible area.	No	This increases unreimbursed operational costs of the development.
45	That the all units remain affordable, perpetually, even after the expiration of all relevant tax credit financing programs	No	The development includes a mix of public housing, affordable, workforce and market rate units, each that has a specified timeframe in accordance with applicable regulations.

**Appendix E.**

**Final Responses to Community Requested Benefits Program**

The following is a list of community benefits recommended by the members of Brownsville Civic Neighborhood Association (left), with responses provided by RUDG and PHCD (right) at the final Lincoln Gardens community engagement meeting.

	<b>BCNA Recommendations</b>	<b>Recommendation by RUDG and PHCD</b>	<b>Comment by RUDG and PHCD</b>
1	That a minimum \$2 Million Dollars be set-aside to construct a new state of the art community center at Bannerman Park	Yes	
2	That the new community center at Bannerman Park include an indoor basketball court to provide more space for parking near the center (this would eliminate the outdoor basketball court)	Not feasible	Community center design amenities would depend on the \$2 Million budget. Per cost estimate provided by Miami-Dade County Parks, Recreation and Open Spaces(PROS), an indoor basketball court would substantially exceed the budget.
3	That The Alonzo Mourning Foundation, or similarly credentialed organization, be reconsidered as the sponsor & administrator of the community center at Bannerman Park	Possibly	The Alonzo Mourning Foundation has indicated it is not coming to the Lincoln Gardens Development. Developer is actively seeking similar organizations with the capacity to administer youth programs at Bannerman Park.
4	That classrooms with after-school and summer programming be included in the community center at Bannerman Park	Possibly	Community center design amenities would depend on the \$2 Million budget. Feasibility for cost of County Parks and Recreation staffing to administer any programs would need to be considered by Parks and Recreation.

5	That the community room at the Lincoln Gardens community center be larger than proposed by the developer (see draft floor plan created by architect: Derrick Smith)	Yes	The size of the community center is 2,500 sf. Should the community room be increased in size this will reduce the amount of square footage for other spaces within the center.
6	That mailboxes for Townhome & Family unit residents be located at the community center, with a small "mailroom" for mail carriers	Not feasible	Per information expressed by the community at the July 9, 2018 community meeting, the purpose for the requested mailroom was to allow for package storage and checkout utilizing the requested concierge services. Concierge services will not be provided; therefore the mailroom concept for package checkout is not feasible. Furthermore, the size of the community center is 2,500 sf. A mailroom will reduce the amount of square footage for other spaces within the center. Mailroom/mailbox configurations are subject to the approval of the USPS once design drawings are in progress.
7	That 1,000 s/f of the proposed 2,500 s/f community space within the Lincoln Gardens Senior Building be allocated to Miami-Dade Police Department (MDPD) to house a sub-area police station	No	MDPD has advised that they have already secured a substation across the street from the Lincoln Gardens site, which will be opening soon, and have indicated that space within the Lincoln Gardens site will not be needed.
8	That concierge services be established, permanently, for the senior building only.	Not feasible	Concierge services will not be provided for this project.
9	That 1st class, upscale, apartments that are larger than those that are currently proposed, be built for all unit types and with floor plans that call for more open space within the	No	The size of the units proposed is consistent with other projects within Miami-Dade County and the current market.

	units		
10	That young people residing within the residential sections of census tracts 18.03, 1,2,5 & 6 as well as 18.02, 6 be given the highest priority in a paid apprenticeship & job placement program, also including viable job training and placement opportunities for convicted felons living within the residential portions of the aforementioned census tracks	Partial yes	RUDG has developed an in-house apprenticeship program in partnership with the Miami-Dade School Board (Dorsey Skills Center) which will provide apprentice certifications. This program will be a part of the Lincoln Gardens project and individuals within these census tracts will be given priority. Note that job placement opportunities for convicted felons is included as a part of the project.
11	That Architect Derrick Smith be consulted on all architectural floor plans/renderings of the project to ensure that the community's wishes are properly translated	Partial yes	Building plans at 50% and 100% Construction Document milestones can be shared with Derrick Smith for informational purposes.
12	That the community center at Bannerman Park have two levels with level one serving a multi-purpose use. One of the multipurpose uses shall be a regulation size basketball court and the other use shall include a retractable stage that will transition the space into a hall. The second level shall contain classrooms and other after-school, gym and senior recreational uses	Not feasible	Community center design amenities would depend on the \$2 Million budget. Per cost estimate provided by PROS, a two-story building with basketball court would substantially exceed the budget.
13	That the local employment hiring goal be raised to 40% of the workforce during the life of the construction project, to include preconstruction activity and that a member of the BCNA and AC#14 be present at all pre-construction meetings	Not feasible	A local hiring goal of 40% is not realistic. 20% is consistent with the Liberty Square and Lincoln Gardens Master Development Agreement. BCNA and AC#14 may be invited to any public outreach meetings for employment hiring.
14	That the developer shall provide the BCNA and AC#14 representatives with a weekly report	Partial yes	Reports can be provided quarterly in accordance with HUD regulations

	detailing the individuals who were trained and/or hired from the local community, their race and color, their age and the census tract that they reside in		
15	That Miami-Dade County and/or the Developer disclose all funding sources of the project	Yes	Funding sources can be disclosed once financing is secured for each phase.
16	That an apprenticeship program be established for the census tracts: 1. 18.03, 5, 18.03, 2, 17.02, 2, 17.02, 5, 17.02, 1, 18.03, 6, 18.03, 1, 18.02, 6, 18.01, 3, 18.01, 2, 18.01, 4, 18.01, 5, 18.01, 1, 15.02, 2, 15.02,1. Possible facilitators of the apprenticeship, recommended by the community include: Dorsey Skills Center and Lindsey Hopkins	Yes	RUDG has developed an in-house apprenticeship program in partnership with the Miami-Dade School Board (Dorsey Skills Center) which will provide apprentice certifications. This program will be a part of the Lincoln Gardens project.
17	That local artist: Addonis Parker be contracted to construct a lasting, aluminum-based mural of prominent Brownsville pioneers at the Lincoln Gardens community center and at the community center at Bannerman Park	Partial yes	Public Art will be a part of the project as required through the County's Art In Public Places program. This program must follow the County's Art In Public Places selection process for artists.
18	That a community garden be constructed on the roof of the Lincoln Gardens community center, complete with ADA accessibility	Partial yes	A community garden can be constructed within the grounds. A rooftop garden would require elevators and other cost-prohibitive requirements.
19	That mandatory orientation workshops on tenant rights & responsibilities be held at least once every year during the life of the project	Yes	Annual meetings with residents can be held.
20	That legal assistance be provided for Annie Coleman tenants who are/may be facing eviction throughout the life of the project	No	This creates a legal conflict and is not feasible.
21	That a requirement be established, mandating that all eighty-two (82) proposed public housing units be filled by current Annie Coleman #14 residents with a first right of refusal to current Annie Coleman	Yes	Families currently residing in Annie Coleman 14 will have preference to occupy new public housing (right-sized units per HUD guidelines) at the Lincoln

	tenants, perpetually (throughout the life of the project)		Gardens site. The families occupying units in the three abutting properties to Lincoln Gardens will have first preference to occupy the new public housing units at Lincoln Gardens. The new public housing units at Lincoln Gardens will be operated as public housing units in accordance with HUD guidelines.
22	That local contractor: Ario Lundy be provided a substantially equivalent opportunity, as Kareem Brantley, to be engaged as a minority equity-partner in the Lincoln Gardens project	No	PHCD cannot compel RUDG to utilize specific staff.
23	That the developer will construct exactly 18 affordable, workforce and market rate homeownership units at the Lincoln Gardens site	Yes	RUDG plans to build a total of 18 for-sale townhomes for purchase by affordable, workforce and/or market rate buyers.
24	That the developer will provide a mentoring program for small businesses along NW 46th Street, through each of the Phases of the Development	No	There is no commercial space proposed for the Lincoln Gardens development.
25	That the Developer will provide an annual monetary gift of \$50,000 to the Historic Hampton House Trust to sustain operations and make community access and use more affordable to the community	No	The Historic Hampton House Trust is unrelated to this development.
26	Include the following census tracts, as a priority, in the Urban Construction Craft Academy apprenticeship programs targeted for zip code 33142 as a first right of refusal: 1. 18.03, 5 2. 18.03, 2 3. 17.02, 2 4. 17.02, 5 5. 17.02, 1 6. 18.03, 6 7. 18.03, 1	Yes	RUDG has developed an in-house apprenticeship program in partnership with the Miami-Dade School Board (Dorsey Skills Center) which will provide apprentice certifications. This program will be a part of the Lincoln Gardens project.

	8. 18.02, 6 9. 18.01, 3 10. 18.01, 2 11. 18.01, 4 12. 18.01, 5 13. 18.01, 1 14. 15.02, 2 15. 15.02, 1		
27	Include the following census tracts, as a priority, in Miami Dade College job training certificate and degree programs targeted for zip code 33142 as a first right of refusal: 1. 18.03, 5 2. 18.03, 2 3. 17.02, 2 4. 17.02, 5 5. 17.02, 1 6. 18.03, 6 7. 18.03, 1 8. 18.02, 6 9. 18.01, 3 10. 18.01, 2 11. 18.01, 4 12. 18.01, 5 13. 18.01, 1 14. 15.02, 2 15. 15.02, 1	Yes	RUDG has developed an in-house apprenticeship program in partnership with the Miami-Dade School Board (Dorsey Skills Center) which will provide apprentice certifications. This program will be a part of the Lincoln Gardens project.
28	Include the following census tracts, as a priority, in the Employ Miami-Dade & Career Source of S. Florida job training and placement programs targeted for zip code 33142 as a first right of refusal: 1. 18.03, 5 2. 18.03, 2 3. 17.02, 2 4. 17.02, 5 5. 17.02, 1 6. 18.03, 6 7. 18.03, 1 8. 18.02, 6 9. 18.01, 3 10. 18.01, 2 11. 18.01, 4 12. 18.01, 5	Yes	RUDG has developed an in-house apprenticeship program in partnership with the Miami-Dade School Board (Dorsey Skills Center) which will provide apprentice certifications. This program will be a part of the Lincoln Gardens project. RUDG will recruit residents within these census tracts from the Employ-Miami Dade program.



	13. 18.01, 1 14. 15.02, 2 15. 15.02, 1		
29	That the developer will partner with WE RISE of the Greater Miami Urban League, Family Safety Net programs, at a minimum, to incorporate programs and strategic partnerships to better serve Brownsville's youth	No	Developer is seeking non-profit partner to administer youth programs at Bannerman Park. In addition, RUDG will establish scholarship program to serve youth residing in the new Lincoln Gardens.
30	That the developer will establish a Community Fund in partnership with the United Way to seed local CBO's from Brownsville & to assist with their programs	Possibly	Developer has met with United Way to discuss possibilities for partnership in the new Lincoln Gardens.
31	That the developer will emphasize senior accessibility in its development of shuttle services for use by residents of Lincoln Gardens	Yes	The proposed plans include the relocation of the existing bus stop to a location closer to the senior building and accessible building entryways. This relocation is subject to the approval from Miami-Dade Transit.
32	That the developer's "green construction features" will include a handicap accessible "roof-garden" atop the community center at the Lincoln Gardens site	Not feasible	A community garden can be constructed within the grounds. A rooftop garden would require elevators and other cost-prohibitive requirements.
33	That the design and creation of art will also be included at Bannerman Park with both the Lincoln Gardens and Bannerman Park sites containing aluminum-based art murals created by local artist: Addonis Parker	Partial yes	Public Art will be a part of the project as required through the County's Art In Public Places program. This program must follow the County's Art In Public Places selection process for artists.
34	That the developer will partner with the Lawfirm of Hamilton, Miller & Birthisel LLP & Miami-Dade Schools to sustain and expand the year-round, after school and summer curriculum of the Brownsville Law Academy, making it more	Possibly	RUDG has reached out to this organization and is in the process of working with them on a potential partnership.

	<p>accessible to children residing in Annie Coleman #14 and the following census tracts:</p> <ol style="list-style-type: none"> <li>1. 18.03, 5</li> <li>2. 18.03, 2</li> <li>3. 17.02, 2</li> <li>4. 17.02, 5</li> <li>5. 17.02, 1</li> <li>6. 18.03, 6</li> <li>7. 18.03, 1</li> <li>8. 18.02, 6</li> <li>9. 18.01, 3</li> <li>10. 18.01, 2</li> <li>11. 18.01, 4</li> <li>12. 18.01, 5</li> <li>13. 18.01, 1</li> <li>14. 15.02, 2</li> <li>15. 15.02, 1</li> </ol>		
35	<p>That the developer will provide 40% of the construction jobs created for section 3 eligible residents and residents of zip code 33142, with an emphasis on including the following census tracts, as a priority and as a first right of refusal:</p> <ol style="list-style-type: none"> <li>1. 18.03, 5</li> <li>2. 18.03, 2</li> <li>3. 17.02, 2</li> <li>4. 17.02, 5</li> <li>5. 17.02, 1</li> <li>6. 18.03, 6</li> <li>7. 18.03, 1</li> <li>8. 18.02, 6</li> <li>9. 18.01, 3</li> <li>10. 18.01, 2</li> <li>11. 18.01, 4</li> <li>12. 18.01, 5</li> <li>13. 18.01, 1</li> <li>14. 15.02, 2</li> <li>15. 15.02, 1</li> </ol>	Not feasible	A local hiring goal of 40% is not realistic. 20% is consistent with the Liberty Square and Lincoln Gardens Master Development Agreement.
36	<p>That the developer will prioritize the following census tracts in the provision of 75% of the permanent jobs created for Section 3 and 33142 residents, providing them with a first right of refusal:</p>	Yes	

	<p>1. 18.03, 5  2. 18.03, 2  3. 17.02, 2  4. 17.02, 5  5. 17.02, 1  6. 18.03, 6  7. 18.03, 1  8. 18.02, 6  9. 18.01, 3  10. 18.01, 2  11. 18.01, 4  12. 18.01, 5  13. 18.01, 1  14. 15.02, 2  15. 15.02, 1</p>		
37	<p>Delete planned "Installation of new bookshelf in the park building", ref. Approved Capital Improvement Project for Marva Y. Bannerman Park with a recapture of those allocated funds to a more appropriate use</p>	No	<p>This is an item budgeted by County Parks and Recreation and the work has already been completed.</p>
38	<p>Regarding the proposed options for \$1Million Improvements to Marva Bannerman Park: Demolish the existing community center at Bannerman Park:</p> <ul style="list-style-type: none"> <li>i. Provide "Stay Cool" technology to the proposed "Replacement of playground sand with engineered wood fiber" and "Replacement of benches with "age-friendly" benches;</li> <li>ii. Add security cameras along walking and jogging paths;</li> <li>iii. Provide "cool touch" canopy/covering with playground upgrades;</li> <li>iv. Eliminate in-door showers and add transparent outdoor showers only, at the Marva Bannerman Pool;</li> <li>v. Add 10 computer workstations for neighborhood youth;</li> <li>vi. Add an Ice Machine for use by seniors and children;</li> </ul>	Partial yes	<p>There is a \$1 Million budget for Bannerman Park improvements. The total cost to construct the listed improvements in this section will substantially exceed the budget, therefore the list will need to be revised to align with budget feasibility in consultation with PROS.</p>

	<p>vii. Add AED's (Automated External Defibrillators) and trained first responder(s) personnel at the park</p> <p>viii. With respect to the "Top 5 Improvements" the community is requesting a detailed line item budgetary breakout of the currently proposed five projects, and;</p> <p>ix. Eliminate central A/C and windows in the park building since this will be done with construction of the new community center;</p> <p>x. Provide state of the art, photo vortex/LED lighting and state of the art PTZ (point/tilt/zoom) cameras around the buildings and along walk/jogging paths</p>		
39	Add Physical security to the community/site (stationed and roving units) along with a detailed maintenance plan for grounds & bldgs	No	The development is being designed with Crime Prevention through Environmental Design (CPTED) principles and includes state of the art key fob to common areas and parking areas, fencing and high-tech camera security systems. RUDG has an affiliated property management company, TRG Management, which performs all management and maintenance on its developments.
40	Make all senior units "handicap-accessible" and make all units (sitewide) designed with "Universal Design"	Yes	The affordable senior units will be ADA accessible and designed with Universal Design features
41	That the Community Benefits Agreement (CBA) for Lincoln Gardens be converted to a covenant agreement and that a new section of the Master Development Agreement be created to acknowledge the CBA	No	As per the County Attorney Office, a covenant agreement cannot be provided. An amendment will be provided to the Master Development

	as a covenant		Agreement incorporating the requirements of the Lincoln Gardens Report approved by the Board.
42	That a small business contractor relief fund be created to mitigate prolonged disputes surrounding non-payment by the Developer that threaten the livelihood of the small business and/or impact payroll of employees hired thru the local hiring program(s) of this project. The process for accessing the relief fund will be created in consultation with local unions and the BCNA	No	This project is covered under a performance and payment bond. As such, any subcontractors or suppliers who have a legitimate claim with payment can receive relief from the bond as per Florida Statutes
43	That input from the community be <i>required</i> by the Board, (not just a supplemental report that "addresses" issues discussed during the community engagement process), prior to submission of the plan and the Lincoln Gardens Report to the Board of County Commissioners	No	The Master Development Agreement already requires and states the following: "The plan for development shall be contained in a report (hereinafter the "Lincoln Gardens Report") created in consultation with the residents and businesses within the Brownsville area to ensure that the community vision for the redevelopment plan for the Lincoln Gardens Development is incorporated to the extent feasible into the final plan." Additionally, an amendment will be provided to the Master Development Agreement incorporating the requirements of the Lincoln Gardens Report approved by the Board.
44	Install a carwash area complete with air/vac hose machine in a clean unobstructed universally accessible area.	Not feasible	This increases unreimbursed operational costs of the development. Not a feasible operational expense for project to support.
45	That the all units remain affordable, perpetually, even after the	No	The development includes a mix of public housing,

	expiration of all relevant tax credit financing programs		affordable, workforce and market rate units, each that has a specified affordability period in accordance with the applicable regulations of the specific financing source, such as Florida Housing Finance Corp and Surtax.
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