



Department Name: Office of Real Estate, Housing & Community Development

Fiscal Year: 2009/10

Date Prepared Updated: 10/1/2009

Department Mission/Purpose Statement

“We are dedicated to providing homeless outreach and advocacy, and managing contracts to maximize homeless placement services; maximizing the efficient use of City properties, implementing the objectives of the Redevelopment Plan, and administering various funding sources and manages contracts for development of affordable housing projects, rehabilitation projects, and public service programs.”

Department Description:

The **Office of Real Estate, Housing & Community Development (REHCD)** is divided into five divisions, Asset Management, Redevelopment, Housing & Community Development, Homeless Services, and Economic Development & Intergovernmental Affairs. A detailed description of functions is provided in the functional Table of Organization on the following pages. In FY 2008/09, the Neighborhood Services Department and the Economic Development Department were reorganized in order to unify similar functions such as contracts management (Asset, Redevelopment and Housing), to better administer funding resources for public service programs and economic initiatives (Community Development, Homeless Services, and Economic Development/Intergovernmental issues), and to facilitate a sharing of professional and administrative resources.

The **Asset Management Division** which manages the City’s real estate portfolio, real estate transactions and contracts governing the use of City-owned properties and the **Redevelopment Agency (RDA)** which primarily administers the implementation and funding of capital improvements throughout the City Center Redevelopment Area, were merged with the **Housing & Community Development Division**, which administers various funding sources and manages contracts for development of affordable housing projects, rehabilitation projects, and public service programs. The **Homeless Services Division** provides homeless outreach and advocacy, and manages contracts to provide placement services.

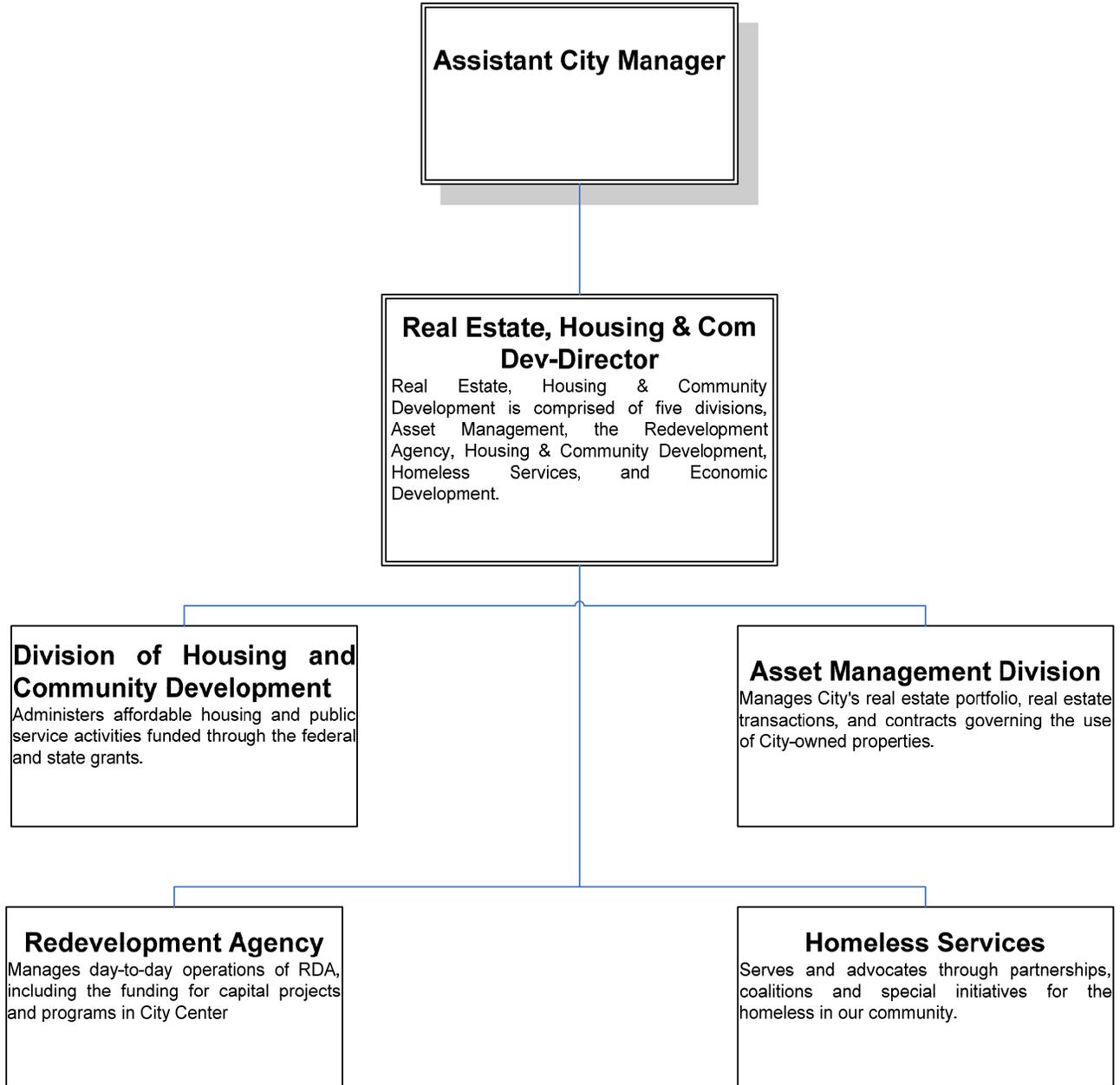
See attached Table of Organization



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Fiscal Environment:

The **Asset Management Division** manages the City's real estate portfolio, valued at approximately \$1 billion, and generates revenues from leases, contracts, and concession agreements, which are expected to contribute approximately \$3 million to the general fund in 2009/2010.

The **Redevelopment Agency (RDA):** The RDA is funded primarily by tax revenues... Following a period of extensive growth spanning the existence of City Center, the taxable value in the Area experienced a decline for FY 2009/10, largely as a result of deteriorating housing market conditions and only one significant residential project coming on line. Based on the proposed millage rates (City - 5.6555 mills/County - 4.838 mills), the RDA anticipates receiving \$34.3 Million in TIF revenues.

The **Housing & Community Development Division** receives annual entitlement funding from the federal Housing and Urban Development Community Development (HUD) Block Grant (CDBG) and HOME programs, and from the State Housing Initiative Partnership (SHIP) program.

The **Homeless Services Division** is supported by Resort Tax funds transferred into the General Fund and grant funds from the Miami-Dade County Homeless Trust.

The REHCD budget includes expenditures related to the Economic Development and Intergovernmental Affairs office.

Business Environment:

Since the economy and political climate are always changing, the Department must have the ability to react and adapt quickly. Department operations are being significantly impacted by volatile shifts in traditional federal, state and municipal funding sources. As anticipated, funding sources have been eliminated or drastically reduced, new funding sources are being identified which require vigilance, extensive research, and innovation in application of the rules and regulations, and creative planning.

The **Asset Management Division** is responsible for managing the City's real estate portfolio of leases, contracts, and concession agreements. Contracts vary in size ranging from small offices for public service programs, to large public venue property leases including the Miami Beach Marina. Asset Management also is the issuing authority for all beachfront concession permit operations and manages the contractual agreement with beachfront concession operators for the City, Street Market operators, and a City-wide vending machine contract, wherein the City shares in a percentage of the respective operators gross revenues, which generally includes a minimum guaranteed annual amount. Asset Management's contributions to the General Fund may, due to the economic recession, be affected by a slight increase in lease defaults.

The **Redevelopment Agency's (RDA)** primary role is to provide the funding mechanism to undertake ongoing and planned capital projects throughout City Center. The RDA also provides lead staff support to the Collins Park Oversight Committee to identify and address community issues and concerns pertaining to public and private development activity. RDA's tax increment revenues will be affected by the declining tax base during the economic recession.

The **Housing & Community Development Division** works closely with a variety of partners to



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prioritize and achieve its housing and community development goals within the community. The division holds regular public hearings and encourages input in every aspect of the City's comprehensive Consolidated Planning process from citizens, housing providers, social service agencies, and other public agencies. Several competitive processes are conducted annually to award federal and state funding for affordable housing development projects, public service programs, and capital projects. This division works very closely with the City's Community Development Advisory Committee, the City's Loan Review Committee, and the state-mandated Affordable Housing Advisory Committee, as well as with federal and state monitors to insure compliance with all program rules and regulations.

The **Homeless Services Division** serves as a conduit to harness the resources of various community-based providers in order to identify and deliver resources to the City's homeless in a holistic manner. The Division maintains positive, cooperative working relationships with community providers in order to address the needs of the City's homeless. Through comprehensive street outreach, the Division identifies and engages homeless individuals in order to begin the process of advocating for those seeking remedy to an immediate need. The division also works closely and collaboratively with other City departments to address the needs of the community as they relate to homeless concerns.

Significant Prior Accomplishments:

Asset Management Division:

- Coordinated collaboration between the Capitol Improvement Program during the renovation of South Pointe Park with the affected properties occupied by Tenants Smith & Wollensky and Miami Beach Marina;
- Monitored continuously the Management and Operation agreements for the Street Markets on Lincoln Road, Espanola Way, and Normandy Isle while coordinating with the Departments of Public Works and Code Compliance to accommodate the expansion of Sidewalk Cafés, Street Vendor/Artist Performance locations, as well as bicycle rack placements;
- Managed in excess of 50 contractual agreements for the lease, concession, or management and operation of City-owned properties;
- Negotiated, executed and manage; lease, letter, and management and operation agreements for the following:
 - Carl Fisher Clubhouse with SoBe Music Institute
 - The Permit Doctor
 - ROMA Waxing
 - Dr. Clara Gershman, General Practice
 - Colony Theater
 - Miami City Ballet
 - UNIDAD
 - Jewish Community Center
 - Jewish Community Center; Senior Rides
 - Jewish Community Center, Senior Meals
 - Little Havana Activities & Nutrition Center
 - Boys & Girls Club
 - Miami Dade County Action Agency
 - Smith & Wollensky



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Log Cabin
 Moon Thai Restaurant
 SunTrust ATM in City Hall Lobby
 Cadiac, Inc. in The Anchor Shops

- The successful negotiations for the Espanola Way Markets.
- Permitted, managed and monitored over 50 beachfront concession permits available to upland owners and represented the Concessionaires on an Inter Agency Beach Cleanliness Taskforce;
- Facilitated relocation of the Miami Design Preservation League from the 10th Street Auditorium during construction/improvements of City-owned properties.
- Facilitated relocation of the Miami Dade County Clerk of Courts from Historic City Hall (1130 Washington ave.) to the Old South Shore building (225 Washington Ave.) during construction/improvements of City-owned properties
- Successfully negotiated, prepared and executed two (2) amendments for the Jewish Community Center (Pinetree Facility) and one (1) amendment for the Boucher Brothers Lease/Concession Agreement.

Redevelopment Agency (RDA):

- Continued implementation and funding of Community Policing program in City Center, including complimentary program enhancements involving Sanitation, Code Enforcement, Graffiti Eradication and Private Security Patrols;
- Coordinated with CIP, Planning, Public Works and other Departments to finalize plans and bid documents in connection with City Center Right-of-Way Improvements and Collins Park Improvements, and broke ground on the 650-space multi-purpose parking facility behind City Hall;
- Successfully negotiated Addendum to the Development Agreement between the City and the New World Symphony, providing for the terms and conditions for construction of a 608-space garage park and surrounding/supporting street and infrastructure improvements; as well as facilitated permitting and commencement of construction on the NWS' Project;
- Partnered with Miami Beach Community Development Corporation to acquire three (3) historic buildings in the City Center RDA, for purpose of leveraging affordable housing opportunities;
- Continue to monitor capital funding requirements in connection with 1111 Lincoln Road Project's improvements to Lincoln Road between Michigan Ave and Alton Road as well as public infrastructure improvements, park improvements and development of a parking garage in connection with the New World Symphony project;
- Worked with MBCDC and Property Management to successfully coordinate removal and replacement of old retail space and elevator lobby windows with impact glass.

Housing & Community Development Division:

- Provided 28 Community Development Block Grant (CDBG) and Home Investment Partnership Program (HOME) funding agreements for 16 public service programs and 12 housing and capital improvement projects serving residents of Miami Beach. Public service programs included home-delivered meals for the elderly, youth services, health services, and



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homeless prevention.

- Provided HOME Investment Partnership (HOME) funding for the Housing Authority of the City of Miami Beach's affordable housing project located at 321 Michigan Avenue that will provide 30 units of rental housing to income eligible persons
- Provided HOME funding for Miami Beach Community Development Corporation's Villa Maria Apartment building located at 2800 Collins Avenue that will preserve 34 units of affordable housing for income eligible seniors;
- Provided funding for UNIDAD of Miami Beach's Miami Beach Senior Center at 7251 Collins Avenue which will eventually provide comprehensive services for Miami Beach seniors.
- Provided SHIP funding for 10 first-time homebuyers, 5 owner-occupied rehabilitation projects, and housing counseling services for 60 households.
- Accomplished the successful application and execution of four (4) Economic Stimulus packages of the American Recovery and Reinvestment Act of 2009 totaling in an excess amount of \$19.5 million dollars.

Homeless Services Division:

- 2,382 homeless clients served
- 21,199 homeless contacts/engagements completed
- 932 shelter placements made
- 47 people transitioned from homelessness to permanent housing
- 155 relocations/family reunifications of homeless persons completed
- 2,529 agency referrals made
- 2,810 Miami-Dade Transit Agency tokens distributed
- 81 community and business outreach contacts made

Critical Success Factors:

Asset Management Division:

- Consistent notification and inclusion in the development of Public Works projects which would necessitate the relocation of street markets.
- Participating with Tourism and Cultural Affairs in coordinating Special Events and Beachfront Concessionaires or Street Markets as needed.
- Participation with Capital Improvements Projects and Property Management regarding relocation of vending machines due to construction.
- Coordination of efforts in relocation of departments with department administration, Office of Budget and Performance Improvement, Information Technology, and Property Management.
- Centralized access by affected City Departments to agreement terms through the Eden's Contract Management Module.

Redevelopment Agency (RDA):

Timing of New World Symphony in achieving required funding commitments and milestones set forth in the Development and Lease Agreements;

- Adhering to design and construction schedule leading to completion of City Hall Expansion Garage to coincide with completion of New World Symphony Project;
- Adhering to design and construction schedule leading to implementation of City Center streetscape improvements.
- Centralized access by affected City Departments to agreement terms through the Eden's Contract Management Module.



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Housing & Community Development Division:

- Continued funding for CDBG, HOME and SHIP programs.
- Cost of developing affordable housing in Miami Beach.
- Annual Citizen Participation Plan.
- Organizational development for staff.
- Continued collaboration with MBCDC.
- Retention and increase of affordable housing stock.
- Enhanced audit practices – development and implementation of SOP's.
- Timeliness of sub-recipients.

Homeless Services Division:

- Effective collaboration with county-wide outreach coordinating agency (Citrus Health) to target 10% of the City's chronically homeless population
- Collaboration with other departments/divisions– especially Police and Sanitation- in order to continue early morning and evening homeless outreach in a comprehensive manner
- Establishing collaborations with community-based service providers in the Continuum of Care model to ensure service delivery to the homeless in our City
- Outreach to business, resident and faith provider groups to engage them as part of a solution in addressing homelessness.
- Proactive staff development to ensure adherence to best practice standards as well as increased resident satisfaction with employee contact.



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Future Outlook:

Asset Management Division will continue to facilitate the condominiumization of appropriate City properties which will create and/or enhance leasing opportunities for underutilized and unprogrammed City-owned premises to maximize returns to the City and help offset operating costs and debt service. An assessment of current contractual agreements with the Markets will be done to project changing needs of the environment and possible recommendations for relocation. With the increased tourism use of the beachfront, continuous analysis of beachfront concession permits are needed to maintain the requirements of the community.

The Redevelopment Agency's objective over the next five years shall focus on the planning and implementation of capital projects associated with, but not limited to, the Master Plan for the New World Symphony, Collins Park, the Convention Center area and upgrading streetscapes and related infrastructure throughout City Center. The RDA shall also continue to fund public service enhancements provided for under the Community Policing Program, as well as ensure the ongoing maintenance of capital assets funded with TIF. Within the next three years, it is anticipated that a significant component of the capital enhancements set forth in the Redevelopment Plan and the 2002 Amendment thereto, shall be underway, including the City Center Right-of-Way improvements, the City Hall Expansion Garage, the Collins Park improvements and the development of the 17th Street surface lots by the New World Symphony.

Housing and Community Development

Anticipated reductions in HUD funding will threaten the future of programs which provide vital services to the low income families in Miami Beach. Economic conditions and the volatile real estate market will continue to make development of affordable housing a challenge. Homebuyers programs such as SHIP are in jeopardy.

Homeless Services Division will build on its collaboration with Citrus Health Network as well as strengthen ties to other mental health service providers to target the City's hard to reach chronic homeless population with multi-faceted strategies to encourage successful engagement and offer multiple placement options. One of these options is under the Housing First initiative. With units coming available through the Miami Dade County Homeless Trust, the Division hopes to provide housing assistance to the hard to reach, chronic homeless in our community who have been unsuccessful with the current emergency shelter system.



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Miami Beach Strategic Planning Framework

The Department Work plan is aligned with Citywide strategic outcomes and initiatives established through extensive community input. The City's strategic planning process provides a framework at a broad level of where we want to go, how we get there, and how we measure our progress along the way. The process ensures increased communications at all levels of City government using consistent terms.

- Our Citywide **Vision** communicates the community's shared vision for the best possible future for the City of Miami Beach:
Cleaner and Safer, Beautiful and Vibrant, A Unique Urban and Historic Environment, A Mature, Stable, Residential Community with Well-Improved Infrastructure, A Cultural, Entertainment Tourism Capital and an International Center for Innovation and Business, While Maximizing Value to Our Community for the Tax Dollars Paid
- Our Citywide **Mission** statement communicates the role of our government in achieving this vision:
We are committed to providing excellent public services and safety to all who live, work, and play in our vibrant, tropical, historic community
- Our **Values** communicate to all levels of our organization the manner in which we expect all decisions, interactions and activities to be performed:
*We maintain the City of Miami Beach as a world-class city.
We work as a cooperative team of well-trained professionals.
We serve the public with dignity and respect.
We conduct the business of the City with honesty, integrity, and dedication.
We are ambassadors of good will to our residents, visitors, and the business community*
- Our **Identified Priorities** communicate activities that are essential to help us achieve our vision:
Capital Improvement Program, Strategic Planning and Economic Development, Organizational Development, Neighborhood Services, and Investment in Technology
- We have developed **Key Intended Outcomes** across all City Departments. These are the results the City plans to achieve towards accomplishing its Vision. These outcomes are from the customer/community perspective (e.g. quality of service provided, customer satisfaction).
- **Key Performance Indicators (KPI)** express the City's Key Intended Outcomes in measurable terms. Departments monitor additional performance indicators (*Department Performance Indicators*) that support these Citywide Key Performance Indicators.
- **Citywide Initiatives (CW)** are undertaken by cross-departmental city teams to drive the performance level for a key performance indicator.

Department Activities or Programs are actions or groups of actions will be undertaken by a particular department in a specific fiscal year in order to achieve an Outcome.



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Citywide Key Intended Outcomes supported by the Department:

- Increase visibility of police
- Increase access to workforce or affordable housing
- Improve parking availability
- Preserve our beaches
- Improve process through information technology
- Reduce the number of homeless

See Department Performance Plan for additional supporting details



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Performance Plan Highlights

Housing & Community Development

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual			FY08/09 Target	FY09/10 Target	FY09/10 Department Activities
		Base Year	FY 06/07	FY 07/08			
Increase visibility of police	# of reports measuring program effectiveness of RDA Community Policing Program.	0	1	1	1	1	<ul style="list-style-type: none"> Continue to work with Police and Sanitation to refine reporting criteria and timeliness for delivery of reports.
Increase access to workforce or affordable housing	KPI: % rating availability of workforce housing as acceptable or the right amount	38%	N/A	N/A	80%	N/A	<ul style="list-style-type: none"> CW: Continue to maximize retention of existing housing stock, especially among the elderly CW: Pursue grants that promote access to affordable housing CW: Explore transit opportunities with Miami-Dade Transit to connect affordable housing opportunities with work place destinations CW: Develop marketing plan for Miami Beach
	KPI: # of units within the City meeting the city's affordable housing criteria	No Data	No Data	No Data	275	275	
	# of rehabilitation of owner-occupied units	6	10	3	8	5	<ul style="list-style-type: none"> Advertise/Provide media information regarding major accomplishments related to affordable housing
	# of rental units	16	27	3,286	28	34	
	# of SHIP/NOFA programs	1	3	0	1	1	
	# of screened applicants and reports to HUD field office for HOME/NOFA program	0	3	1	2	2	<ul style="list-style-type: none"> Continue to conduct two (2) Fair Housing workshops to screen applicants. In addition must monitor agencies and construction projects as well as Community Housing Development Organization (CHDO) performance to report to the US Department Of Housing And Urban Development (HUD).

Base year is FY 2004/05 except where noted * is FY 2005/06

TBD: To Be Determined

N/A: Not Applicable



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Citywide Key Intended Outcome	Departmental Performance Indicator	Actual			FY08/09 Target	FY09/10 Target	FY09/10 Department Activities
		Base Year	FY 06/07	FY 07/08			
Increase access to workforce or affordable housing (Cont'd)	# of counseled first-time homebuyers participating in the Homebuyers Assistance Program	12	78	60	60	60	<ul style="list-style-type: none"> • Continue housing counseling to first-time homebuyers participating in the scattered sites homebuyer's assistance program with HOME & CDBG funding. • Continue counseling for American Dream program. New initiative by federal government to increase first-time homeownership. • MBCDC will continue to increase first-time homeownership counseling and will continue counseling after the property is purchased.
	# of first-time buyers	1	9	12	8	10	<ul style="list-style-type: none"> • Continue to provide down payment assistance to low-income homebuyers and rehabilitation of units.
Improve parking availability	# of new parcels purchased	No Data	No Data	No Data	No Data	1	<ul style="list-style-type: none"> • Continue to pursue acquisition of land where possible for additional parking
Preserve our beaches	Average # of beach concessionaires monitored per week	N/A	N/A	N/A	12	12	<ul style="list-style-type: none"> • Monitor Beachfront Concessionaires permitted through a field monitoring schedule
Improve process through information technology	% of contracts recorded and maintained in contract module	No Data	No Data	95%	100%	100%	<ul style="list-style-type: none"> • Summarize and track contract development

Base year is FY 2004/05 except where noted * is FY 2005/06

TBD: To Be Determined

N/A: Not Applicable



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Homeless Services

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual			FY08/09 Target	FY09/10 Target	FY09/10 Department Activities
		Base Year	FY 06/07	FY 07/08			
Reduce the number of homeless	KPI: % rating the City's ability to address homelessness as excellent or good	31%	32%	N/A	80%	N/A	<ul style="list-style-type: none"> • CW: Revisit available legal strategies • CW: Continue education and outreach to inform the public of recent accomplishments • CW: Continue Citywide campaign for churches and businesses on how to assist homeless (Operation Home Shore) • CW: Continue to coordinate with Homeless Outreach, Police department, and judicial systems to enable full enforcement of Quality of Life issues (i.e. habitual offenders, trespassing, etc.) • CW: Continue to pursue methods to address mental health issues among the homeless and the chronically homeless • CW: Provide follow-up information to businesses and residents that have homeless-related complaints
	Residents	25%	28%	N/A	80%	N/A	
	Businesses						
	KPI: # of homeless in the City	239	173	98	N/A	N/A	
	# of businesses and resident groups receiving presentations on homeless services and related legal issues	0	82	78	20	24	<ul style="list-style-type: none"> • Continue with Project Home Shore campaign targeting members of the faith community with information and resources to empower them as outreach resources to the homeless and secure non-governmental resources for homeless services.

Base year is FY 2004/05 except where noted * is FY 2005/06

TBD: To Be Determined

N/A: Not Applicable



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Citywide Key Intended Outcome	Departmental Performance Indicator	Actual			FY08/09 Target	FY09/10 Target	FY09/10 Department Activities
		Base Year	FY 06/07	FY 07/08			
Reduce the number of homeless (Cont'd)	# of homeless contacts made	5,750	18,966	21,199	6,000	7,992	<ul style="list-style-type: none"> • Continue reaching out to businesses and resident groups to provide information on homeless services and efforts by the City • Continue working with Police Department as available beds will increase service capacity (many shelter beds will be vacated as a result of housing projects coming online). • Continue with coordinated outreach with Citrus Health targeting chronic homeless with mental health issues to enable more contacts using only one staff member. • Continue with independent, proactive outreach. • Continue collaborative task force with Police and Sanitation.
	# of shelter placements made	524	826	932	540	540	<ul style="list-style-type: none"> • Purchase 2 treatment beds from Citrus Health.
	# of relocations completed	225	208	155	192	100	

Base year is FY 2004/05 except where noted * is FY 2005/06

TBD: To Be Determined

N/A: Not Applicable