

# HOUSING AND COMMUNITY SERVICES

## DEPARTMENT MISSION STATEMENT

We are dedicated to maximizing the City’s resources while providing excellent public services to improve our residents’ quality of life, reducing homelessness, managing the City’s residential properties, and promoting community development opportunities.

## DEPARTMENT DESCRIPTION

The Office of Housing and Community Services (HCS) is divided into four divisions:

- Housing & Community Development – Administers U.S. Department of Housing and Urban Development (HUD) entitlement funds and State Housing Initiatives Program (SHIP) funds on behalf of the City, typically as pass-through funding for public service, affordable housing, and capital projects
- Community Services – Addresses the human services and referral needs of our community’s youth, elderly, and families including rent and utility assistance, emergency food, and ACCESS Florida services among others; operates three youth and family programs funded by The Children’s Trust; and oversees the City’s grocery delivery program
- Homeless Outreach – Provides shelter, relocation assistance, employment, identification document replacement services, and support services, among others, as well as housing planning for homeless persons
- Residential Housing – Manages eighty-nine (89) affordable housing units located within five multi-family properties in compliance with HUD rules and regulations.

## FISCAL ENVIRONMENT

The Housing & Community Development Division receives annual entitlement funding from the HUD via the Community Development Block Grant (CDBG) and HOME Investment Partnership (HOME) programs, as well as from the State Housing Initiatives Partnership (SHIP) program. Annual allocations fluctuate and have trended down over time. The FY 2022 CDBG and HOME entitlements are \$991,531 and \$619,533, respectively.

The Community Services Division is supported by the General Fund and also receives \$1.14 million from The Children’s Trust for the operation of three youth programs: All Stars, Parent-Child Program, and Success University (Miami Beach Service Partnership). The Division receives funding from the CDBG Program to support the City’s grocery delivery program serving food-insecure households. The Division also received \$33,075 from the Emergency Food and Shelter Program (EFSP) in FY 2021 for rent/utility assistance and emergency food vouchers.

## FISCAL ENVIRONMENT CONT’D

The Homeless Outreach Program is supported by the General Fund as well as grant funds from the Miami-Dade County Homeless Trust (Homeless Trust). The Homeless Trust provides less than five percent of the Division’s funding for street outreach services. The Homeless Trust terminated the City’s allocation for emergency hotel placements for elderly and special needs homeless clients in FY 2019. Subsequently, the Homeless Trust terminated the City’s allocation maintaining the Homeless Management Information System and identification document replacement assistance in FY 2020.

The Residential Housing Division collects its operational revenues from rent charged to tenants of its affordable housing properties. The maximum rents for these properties are determined by HUD to ensure affordability for households earning up to 80 percent of Area Median Income (AMI). Currently, the City’s rents are lower than HUD’s maximums. The City is currently replacing the seawall and preparing for rehabilitation of the four (4) buildings that comprise the Madeleine Village Apartments. HOME and CDBG entitlement funds are slated to fund this work.



# HOUSING AND COMMUNITY SERVICES

## STRATEGIC ALIGNMENT

### Main Vision Area:

#### Mobility

### Management Objectives:



- **Mobility**
  - Increase housing options for current and future residents
  - Support affordable, compatible workforce housing
  - Address homelessness
- **Organizational Innovation**
  - Support all objectives to improve strategic decision making and financial stewardship, making the city more business friendly and user friendly, with an employee culture of problem solving and engagement.

### Strategic Plan Actions:

- N/A

### Budget Enhancement Actions:

- Homelessness in the City of Miami Beach

### Resilient305 Actions:

- **BE COUNTED**
- **UPDATE** the Social Services Master Plan
- **ADVOCATE** for Mental Health
- **RESPECT** our Elders
- **ACCELERATE** Progress of HIV/ AIDS Strategy
- **INCREASE** Neighborhood Response
- **SUPPORT** Resilience Hubs

## BUSINESS ENVIRONMENT

The Housing & Community Development Division works closely with a variety of community-based providers to achieve the goals outlined in the City's *Comprehensive Plan*. The Division holds public hearings and encourages communitywide input in every aspect of the City's comprehensive Consolidated Plan process from citizens, housing providers, human service agencies, and other community stakeholders. Competitive processes are conducted annually to award federal and state funding for affordable housing development projects, public service programs, and capital projects, as appropriate. This Division works very closely with the state-mandated Affordable Housing Advisory Committee. The Division also works with federal and state monitors to ensure compliance with all program rules and regulations.

## BUSINESS ENVIRONMENT CONT'D

The Community Services Division works collaboratively with a variety of non-profit and for-profit agencies to address the emerging quality of life needs of our residents including employment, rent assistance, youth development, and food and family stabilization, among many others. Through the Miami Beach Service Partnership, the Division is working to create a citywide, holistic delivery system for our community's most vulnerable residents as well as developing best practices to ensure that the service network continues to thrive in the current, unstable economic environment. The Division remains an ACCESS Florida site (a certified partnership with the Florida Department of Children and Families [DCF] to serve as a site for DCF services including Supplemental Nutrition Assistance Program) and has ongoing on-site collaborations with the Office of the State Attorney and the Alliance for Aging.

The Homeless Outreach Program proactively engages the homeless and harnesses the resources of various community-based providers in order to serve the City's homeless in a holistic manner. The City is an active member of the Miami-Dade County Continuum of Care and complies with its operating framework. Through street outreach and its operation of the sole municipal walk-in center for the homeless in Miami-Dade County, the program utilizes Care Coordination strategies to shelter, employ, support, and transition homeless clients in hopes of ending personal homelessness. The Division also works closely and collaboratively with other City departments and the Committee on the Homeless to address emerging issues and cultivate additional strategies to address homelessness in our community.

The Residential Housing Division is currently comprised of five (5) properties complying with HUD rules and regulations while providing quality housing for its low-income household tenants. Rent limits are established by HUD and the City maintains, operates, and improves these properties exclusively with rent collections.



# HOUSING AND COMMUNITY SERVICES

## SIGNIFICANT ACCOMPLISHMENTS

- In FY 2020, the CDBG program funded afterschool and summer camp services for 253 youth, provided information and referral services to 145 elderly residents, provided monthly grocery delivery services to 113 elderly households, and provided rent and utility assistance to 148 residents
- Unsheltered homelessness in Miami Beach fell by 18% in 2021 compared to 2020
- Obtained re-funding from The Children's Trust in the amount of \$1.1 million for all three of its programs which serve youth and children from infancy to age 18 and their families



- Grew the grocery delivery program to serve up to 108 elderly households per month with fresh produce, protein and shelf staples
- Provided free tax preparation services to 420 households resulting in \$383,550 in refunds for low-income and elderly residents
- The Parent-Child Program was able to retain 121.40% engagement of Parents with Adolescents (ages 12-18) and 125% engagement of teens in Nurturing Parent Program sessions (fully funded by grants)
- The All Stars Program added an entrepreneurship component for its participants at Nautilus Middle School that compliments the program's STEAM (Science, Technology, Engineering, Arts and Mathematics) curriculum. The entrepreneurship curricula included its first business venture: the production and marketing of greeting cards sold during the holidays (fully funded by grants)
- The City was able to assist a formerly homeless elderly individual purchase her first home with HOME and SHIP funds, without the need for a mortgage. The City also assisted 146 households with COVID related rent and utility assistance with HOME funds

## SIGNIFICANT ACCOMPLISHMENTS CONT'D

- The City completed roof replacements at the Neptune Apartments, Madeleine Village, and Coral Condo Apartments
- The Success University recruitment rate increased dramatically from 50.20% mid-year in the 2019-2020 contract year to 77.10% this contract year. Also, Success University's enrollment of Children with Disabilities (CWD) increased from 16.70% mid-year in the 2019-2020 contract year to 32.70% this year, which allowed us to continue providing over 121 counseling sessions, 213 tutoring sessions, and 20 Functional Family Therapy sessions to vulnerable youth and their families, among other achievements (fully funded by grants)

## CRITICAL SUCCESS FACTORS

### Housing & Community Development Division:

- Monitoring market conditions and identifying leveraging opportunities to maximize production of affordable and workforce housing in Miami Beach
- Research and access other grant sources and communicate opportunities to human service organizations and affordable and workforce housing developers
- Ensuring the timely and compliant expenditure of federal grant funds
- Identifying opportunities to produce workforce housing for those earning up to 140 percent of AMI with a priority in serving those professions identified by the Commission (those employed in the education, municipal, and public safety professions)
- Ensuring that properties remaining under affordability comply with HUD rules and regulations and property maintenance standards for the entire property affordability period

### Community Services Division:

- Expanding collaborative opportunities with community-based providers so as to leverage finite resources to holistically serve the community's needs
- Establishing collaborations with key human services providers (i.e. DCF) to ensure access to key services for the City's vulnerable residents
- Ensuring that Success University and its Service Partnership Partners, Miami Beach All Stars, and the Parent Home Program meet the benchmarks and deliverables expected by The Children's Trust, their sole funder
- Cultivating new funding streams and strategies to sustain and grow services to meet our community's evolving and emerging needs

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## CRITICAL SUCCESS FACTORS CONT'D

### Homeless Outreach Program:

- Collaboration with the Miami-Dade Homeless Trust targeting the City's chronic homeless population
- Collaboration with other departments/divisions in order to continue homeless outreach in a comprehensive manner
- Establishing new and expended collaborations with community-based service providers within the Continuum of Care to ensure service delivery to the homeless in our City
- Conducting outreach to business, resident, and faith provider groups to engage these stakeholders in addressing homelessness and promote prevention strategies
- Cultivating key results in-house to facilitate the immediate immersion with supports for those clients choosing to leave the streets and seek independent living
- Utilizing data to streamline the strategic use of resources and adequately and effectively responding to emerging changes within the homeless population

### Residential Housing:

- Ensuring that tenants comply with lease terms and that unit turnovers are addressed promptly to ensure maximum revenue yield while minding operational costs
- Completing the rehabilitation of the City-owned residential properties to ensure that tenants receive decent, safe, and sanitary housing meeting HUD's housing quality standard

## FUTURE OUTLOOK

### Housing & Community Development Division

The City's federal allocation is at threat of significant further reduction. The City, however, is obligated to ensure federal compliance with capital projects that remain under affordability with many remaining affordable for 20 or more years. As such, it is foreseen that the General Fund will need to subsidize the budget shortfall for staffing costs if federal allocations are not adjusted for inflation and community needs, curtailed, or terminated.

### Community Services Division

The Children's Trust remains the division's primary funding source. The division's reliance on this funding source to serve more than 500 households annually will be challenged as funding remains flat and operating costs rise due to inflation. This will require new funding sources and efficient use of existing resources to ensure that programming is not adversely impacted by financial constraints. It is in the City's best interests to explore alternate funding sources if programs desired by the residents – but not funded by the Trust – are to continue as community offerings.

### Homeless Outreach Program

While the City overwhelmingly continues to serve homeless people from other areas, the single greatest challenge it faces is the ongoing, unfettered migration of homeless people from other jurisdictions. The need to control this migration will be central to controlling the operational costs of the Program in the future especially as processes in other areas of the County and Nation may drive the homeless to our City for services.

### Residential Housing

The City has made significant progress in addressing the backlog of maintenance and repair issues inherited with its residential properties. Additionally, the City has installed security cameras to further ensure the safety of its residents. Madeleine Village, Neptune Apartments, and Coral Condo are three of the City's residential housing properties that are being rehabilitated using grant funds.

