

OFFICE OF 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; 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 as well as housing planning for homeless persons
- Residential Housing – Manages eighty-four (84) affordable housing units located within four multi-family properties in compliance with HUD rules and regulations. This division also is working on developing two (2) City-owned sites for the provision of workforce housing: the Barclay Apartments and the surface lot on 23rd Street (behind the Regional Library).



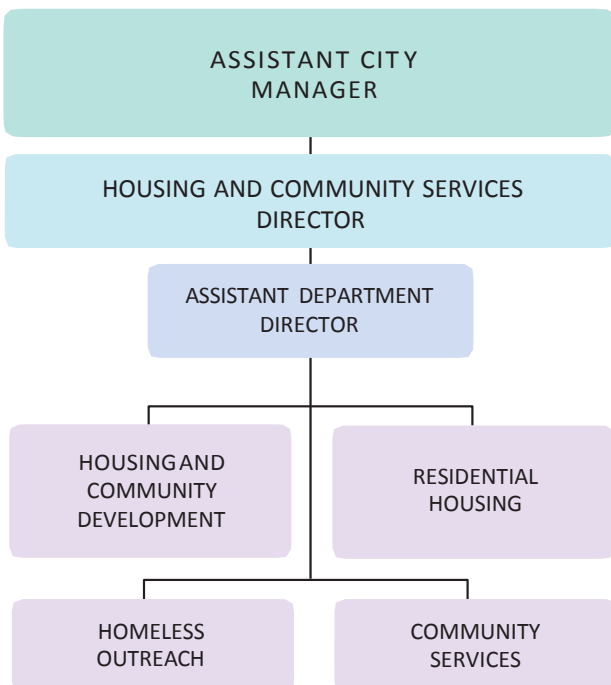
FISCAL ENVIRONMENT

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 2020 CDBG and HOME entitlements are \$961,981 and \$587,853 respectively.

The Community Services Division is supported by the General Fund and also receives \$1.5 million annually 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 \$24,500 from the Emergency Food and Shelter Program (EFSP) for rent/utility assistance and emergency food vouchers.

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; maintaining the Homeless Management Information System; and identification document replacement assistance. The Homeless Trust terminated the City’s allocation for emergency hotel placements for elderly and special needs homeless clients in FY 2019.

The Residential Housing Division collects its operational revenues from rent charged to tenants of its affordable housing properties. Rents for these properties are determined by HUD to ensure affordability for households earning up to 80 percent of Area Median Income (AMI). The City is currently replacing the seawall and preparing for a rehabilitation of the four (4) buildings that comprise the Madeleine Village Apartments. HOME and CDBG entitlement funds are slated to fund this work. The City is also seeking to develop two (2) City-owned sites (Barclay Apartments, 23rd Street surface lot) as workforce housing by providing the land and securing a private partner to develop each site.



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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:

- Go Digital Implementation
- Camillus House Lazarus Project

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 its 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, will be acquiring an additional property in FY 2019 and will ensure that properties comply 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. With regards to workforce housing, the City will complete its Request for Proposal (RFP) process which will seek private developers in order to leverage the City's provision of property for development.



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SIGNIFICANT ACCOMPLISHMENTS

- The CDBG program funded afterschool and summer camp services for 460 youth, provided monthly transit passes for 96 homeless clients in shelter to facilitate obtaining work, provided information and referral services to 118 elderly residents, and provided rent and utility assistance to five residents
- Reduced overall homelessness by 14 percent from FY 2017 from 1,571 homeless persons to 1,377
- Obtained re-funding from The Children's Trust in the amount of \$1.5 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 259 households resulting in \$236,361 in refunds for low-income and elderly residents
- Parent-Child Program was able to see a 267% increase in service utilization among Parents with Adolescents (ages 12 – 18) participating in Nurturing Parent Program sessions
- 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 includes its first business venture: the production and marketing of greeting cards sold during the holidays
- The City was able to preserve an affordable housing unit that had previously been assisted with HOME funds for homebuyer acquisition by an elderly couple who used SHIP funds and savings to purchase their home without the need for a mortgage. The elderly couple was one of four families assisted in becoming first-time homebuyers in our City this past year

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Delivered 3,556 meals door-to-door to elderly and low-income households in the days after Hurricane Irma
- The Success University retention rate increase dramatically from 74.6% in the 2017/2018 contract year to 87.5% this contract year which allows us to continue providing over 90 counseling sessions, 360 tutoring sessions, and 132 Functional Family Therapy sessions to vulnerable youth and their families, among other achievements.

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
- Addressing the rehabilitation and maintenance needs of the City's residential housing portfolio as we work to acquire a new building

Community Services Division:

- Expanding collaborative opportunities with community-based providers so as to leverage finite resources to holistically serve the community's needs
- Anticipating budget shortfalls from major service funders like The Children's Trust as operating costs rise and the subsequent impact program operations and on our community service partners who we rely upon to provide support services
- 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
- Adjusting operations to ensure ongoing quality and efficacy if the walk-in center is eliminated with the construction of the Convention Center hotel
- 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 as the 2020 decennial census approaches. 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 to inflation and community needs.

Community Services Division

With The Children's Trust remaining the Division's primary funding source, the Division's reliance on this funding source to operate programming that touch more than 500 households annually will be challenged as funding remains flat as operating costs rise due to inflation. This will require operating audits to identify efficiencies or sustainable alternative approaches 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.

FUTURE OUTLOOK CONT'D

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 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. The City will be rehabilitating a third property while pursuing grant funds to rehabilitate the fourth and final property. In addition, the City will be acquiring a fifth property and integrate it into the City's affordable housing portfolio. The City expects to open its waitlist for studio units in FY 2020 to minimize vacancy rates and improving its ability to streamline the unit turnover process to minimize revenue loss and reduce vacancy periods.

