

# 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 Services** – Provides shelter placement and public transit assistance, family reunification assistance, employment, identification document replacement services, extended supportive services, as well as care coordination and housing referrals for homeless persons in Miami Beach
- **Residential Housing** – Manages 89 affordable housing units located within five multifamily properties in compliance with HUD rules and regulations

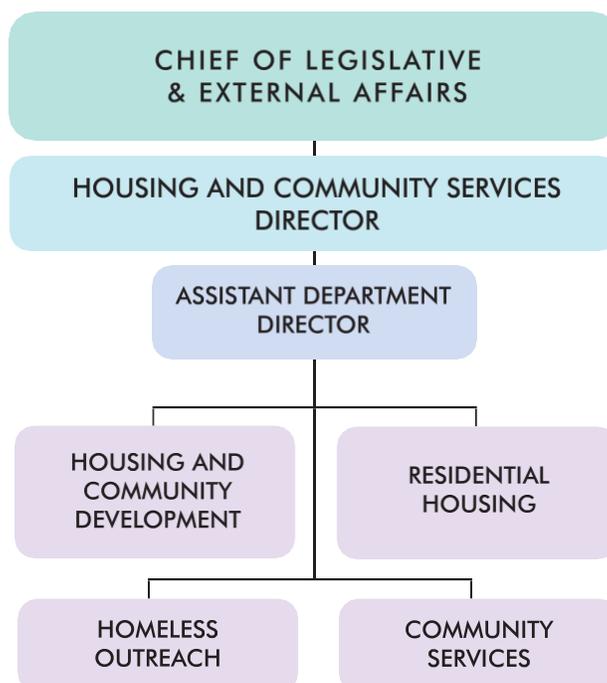
## FISCAL ENVIRONMENT

The Housing & Community Development Division receives annual entitlement funding from 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 2023 CDBG and HOME entitlements are \$941,433 and \$676,153, respectively. The FY 2023 HOME American Rescue Plan (HOME ARP) funding is \$2,245,387.

The Community Services Division is supported by the General Fund and also receives \$1.17 million from The Children's Trust for the operation of three youth programs: All Stars, Parent-Child, and Success University (Miami Beach Service Partnership). The division also receives funding from the CDBG Program to support the City's grocery delivery program serving food-insecure households. The division also received \$32,110 from the Emergency Food and Shelter Program (EFSP) in FY 2022 for rent/utility assistance and emergency food vouchers.

The Homeless Outreach Services Division is supported by the General Fund as well as grant funds from the Miami-Dade County Homeless Trust (Homeless Trust)

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 maximums. The City is currently replacing the seawall and preparing for rehabilitation of 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:

- Homeless Outreach After Hours
- Mobile Food Pantry

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 Miami Beach residents, 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.

The Community Services Division works collaboratively with a variety of nonprofit 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.

The Homeless Outreach Services Division proactively engages the homeless through our outreach and walk-in center to connect them to various community-based providers. 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 uses care coordination strategies to shelter, employ, support, and transition homeless clients in the hope of ending their homelessness. The division also works closely and collaboratively with the Committee on the Homeless to address emerging issues, draft supportive motions, and cultivate additional strategies to address homelessness in our community.

The Residential Housing Division is currently comprised of five 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 maintains these properties with rent collections.



# HOUSING AND COMMUNITY SERVICES

## SIGNIFICANT ACCOMPLISHMENTS

- In FY 2021, the CDBG program funded afterschool and summer camp services for 617 youth; provided \$198,319 for monthly grocery delivery services to elderly households; provided \$389,064 in rent and utility assistance to residents; and served 36 individuals with fair housing education and outreach efforts.
- In FY 2021, the Homeless Outreach Services Team facilitated 375 shelter placements, and reunited 90 homeless individuals with family members and friends that were willing to provide them with support and a stable living environment while on the journey to self-sufficiency

***\$530,000 in refunds issued to 529 low-income and elderly households/residents as a result of free tax preparation services provided by the City.***

- Obtained refunding from The Children’s Trust in the amount of \$1.17 million for all three programs that serve youth and children from infancy to age 18 and their families
- Served up to 126 elderly households through the Grocery Delivery Program with monthly fresh produce, protein and shelf staples
- Provided free tax preparation services to 529 households resulting in \$530,000 in refunds for low-income and elderly residents
- The Parent-Child Program has served a combined total of 88 participants (parents with children/ adolescents/ 0-5 years of age) in group and home visitation programs. The total engagement reported in percentages are 115.50%, 160% and 98.50% respectively, Additionally, of the contracted 15% of Children with Disabilities (CWD), 23.10% are being served (fully funded by grants).
- The All-Stars Program participants, through an entrepreneurship component at Nautilus Middle School, are able to express their creativity by designing a product and learning the principles of creating a business plan. Their products are then sold during seasonal themed events in collaboration with Parks and Recreation (fully funded by grants).
- The City began major rehabilitation projects for two properties: the Madeleine Village Apartments and the Neptune Apartments. The projects are comprehensive and will fully renovate property interiors and exteriors.

## 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



# HOUSING AND COMMUNITY SERVICES

## CRITICAL SUCCESS FACTORS CONT'D

### Homeless Outreach Services Division:

- Collaboration with the Miami-Dade County Homeless Trust targeting the City's chronic homeless population
- Collaboration with the Miami Beach Police-Homeless Resource Unit and the Sanitation Division to coordinate early morning and daytime joint outreach missions to assist the homeless throughout South Beach and other areas of concern
- Conducting local business outreach to engage stakeholders and raise awareness on available resources for the homeless while promoting 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
- Using data to streamline the strategic use of resources and adequately and effectively respond to emerging changes within the homeless population

### Residential Housing Division:

- Ensuring compliance with all HUD regulations and guidelines while maintaining maintenance and quality of life standards for our residents
- Finalizing the rehabilitation projects currently underway at the Neptune Apartments and Madeleine Village Apartments

## FUTURE OUTLOOK

### Housing & Community Development Division

The division continues to identify additional funding sources that extend beyond HUD entitlements to ensure federal compliance with capital projects that remain under affordability for 30 or more years. The division has operated with limited General Fund dollars, while facilitating the ongoing improvement of the residential housing portfolio to ensure decent, safe, and sanitary living conditions. In the case of the termination of federal funds, it would be beneficial to preserve reasonable rents for long-term renters adversely affected by the rapidly increasing rental market. The division heavily promotes homeownership programs in an effort to stabilize and improve the community's access to affordable housing.

### 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 Children's Trust – are to continue as community offerings.

The Resident and Elderly Resource Center, a program within the division, continues to seek funding sources for further growth opportunities and innovations. For example, in an effort to meet the needs of elderly residents, who are among the most vulnerable of our City, the Resident and Elderly Resource Center will be piloting several programs such as senior "check-ins," where seniors will receive regular phone calls facilitating dialog and verbal wellness checks.

### Homeless Outreach Services Division

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 Division

The City has made significant improvements to the Neptune Apartments and Madeleine Village Apartments and will continue the rehabilitation project at the Lottie Apartments and Corals Apartments. These improvements are being thought out with long term resiliency and efficiency in mind. As such, the Madeleine Village Apartments project has included the complete rehabilitation of the property's seawall, to serve as an example for the rest of the properties located on the Tatum Waterway. We are also ensuring that all new appliances, plumbing and lighting fixtures are energy efficient and low maintenance at all affordable housing locations.

