

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

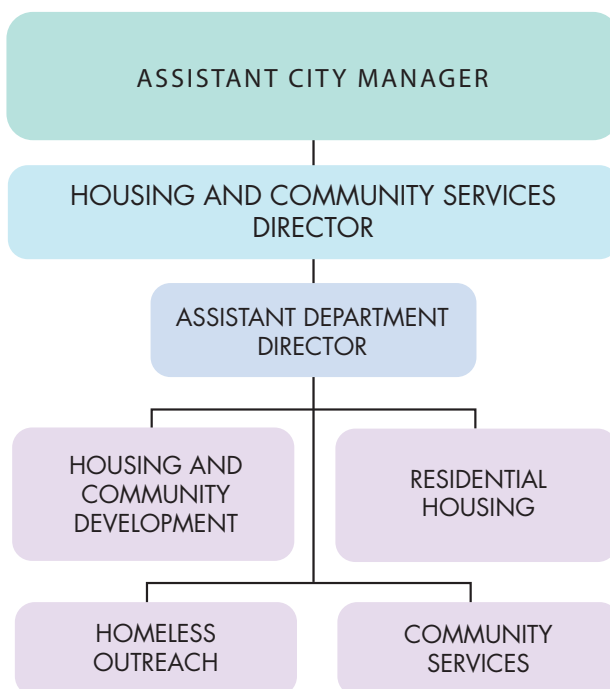
FISCAL ENVIRONMENT

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 2024 CDBG and HOME entitlements are \$935,181 and \$671,958, respectively.

The Community Services Division is supported by the General Fund and also receives \$1.33 million from The Children's Trust for the operation of three youth programs: All Stars, Parent-Child, and Family Pathways, formerly known as 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 \$20,229 from the Emergency Food and Shelter Program (EFSP) in FY 2023 for rent/utility assistance and emergency food vouchers.

The Homeless Outreach Services Division is supported by the General Fund and also receives grant funds from the Miami-Dade County Homeless Trust (Homeless Trust Funds available in October 2023 amount to \$2,775,188)

The Residential Housing Division collects its operational revenues from rent charged to tenants of its affordable housing properties. HUD determines the maximum rents for these properties to ensure affordability for households earning up to 80% of the Area Median Income (AMI). Currently, the City's rents are, on average, over 20% lower than HUD maximums. The rehabilitation of the Madeleine Village Apartments and the seawall have been completed. We are currently rehabilitating the Neptune and Coral Apartments and Phase 2 of the Lottie Apartments.



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STRATEGIC ALIGNMENT

Main Vision Area:

Mobility

Management Objectives:



- **Mobility**
 - Increase housing options for current and future residents and enable growth in housing that protects seniors and encourages first-time home-buyers
 - Support affordable, compatible workforce housing through public and private partners for key industries, including the use of development incentives
 - Address homelessness by continuously evolving and innovating services to help those wishing to end their personal 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:

- **CONTINUE** to provide community service programming and expand resources to address resident needs
- **USE** federal allocation to promote homeownership and augment affordable housing opportunities (HCS)
- **PURCHASE** multi-family units to build on the City's affordable housing portfolio
- **PROMOTE** the City's First-time Homebuyer Program and Rehabilitation Program
- **EXPLORE** Transfer Development Rights Program for workforce and affordable housing

Budget Enhancement Actions:

- N/A

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 community wide 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 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 various nonprofit and for-profit agencies to address our residents' emerging quality of life needs, 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, specialized 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 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 operates and maintains these properties with rent collections.

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SIGNIFICANT ACCOMPLISHMENTS

- In FY 2022, the CDBG program provided \$80,000 for monthly grocery delivery services to 105 elderly households; provided rent and utility assistance to 12 households; funded information and referral services which assisted 183 elderly residents; funded the acquisition of a vacant lot to be developed for affordable housing; provided financial assistance to 10 businesses impacted by the Coronavirus pandemic and 18 businesses received technical assistance services

Obtained funding from The Children's Trust in the amount of \$1.17 million for all three programs that serve youth from infancy to age 18 and their families. All youth programs will begin a new five-year cycle at the end of FY 2023.

- In FY 2022, the Homeless Outreach Services Team facilitated 459 shelter placements and reunited 182 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
- Partnered with New Hope C.O.R.P.S. ("New Hope") to augment services for unsheltered homeless persons. New Hope C.O.R.P.S. provides specialized outreach comprised of engagement for shelter/treatment services, coordination of placement to shelter services, detox services, transportation. As of October 1, 2022, New Hope's specialized outreach efforts resulted in 2,435 contacts, 345 engagements, 8 residential treatment placements, and 75 Emergency Shelter placements.
- Provided free tax preparation services to 429 households for low-income and elderly residents
- Served up to 105 elderly households through the Grocery Delivery Program with monthly fresh produce, protein and shelf staples
- The City completed the rehabilitation projects for the Madeleine Village Apartments. We are scheduled to proceed with the second phase of the Lottie and Neptune Apartments. These comprehensive projects will finalize the total renovations of both properties' interiors and exteriors. We are also underway with rehabilitation at the Coral Apartments.

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Obtained funding 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. All Youth Programs will begin a new five-year cycle by the end of 2023.
- The Parent-Child Program has served a 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 is 89.6%, Additionally, of the contracted 15% of Children with Disabilities (CWD), 20.3% 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 total engagement reported is 90%.
- The Family Pathways Program (formerly Success University) was renewed for a five-year cycle with annual funding of \$500,000. This program provides comprehensive, individualized, and accessible wraparound care coordinated services to families of children from birth to 18 years of age who live or work in the City of Miami Beach and/or whose children attend a Miami-Dade County Public School within the Miami Beach community. For families of children living with a disability who are enrolled in school, eligibility may be up to age 22.

CRITICAL SUCCESS FACTORS

Housing & Community Development Division:

- Monitoring market conditions and identifying leveraging opportunities to maximize production of affordable housing in Miami Beach
- Researching & Accessing other grant sources and communicate opportunities to human service organizations and affordable housing developers
- Ensuring the timely and compliant expenditure of federal grant funds
- Ensuring that properties remaining under affordability comply with HUD rules and regulations and property maintenance standards for the entire property affordability period
- Managing the first-time homebuyer and homeowner rehabilitation programs for income-eligible residents

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CRITICAL SUCCESS FACTORS CONT'D

Community Services Division:

- Expanding collaborative opportunities with community-based providers 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 entitlements and services for the City's vulnerable residents
- Ensuring that Family Pathways, (formerly known as 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
- Coordinating with other City departments to ensure an effective and appropriate response to renters needing relocation after a property is deemed an unsafe structure

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 of available resources for the homeless while promoting prevention strategies
- Cultivating key results in-house to facilitate the immediate immersion with support 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
- Coordinating services with agencies throughout the Continuum of Care to promote self-sufficiency and to empower homeless individuals

Residential Housing Division:

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

FUTURE OUTLOOK

Housing & Community Development Division

The division continues to identify additional funding sources beyond HUD entitlements to ensure federal compliance with capital projects that remain affordable 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. The division continuously explores alternate funding sources and ways to improve processes and maintain excellent housing standards. The division heavily promotes homeownership programs to stabilize and enhance the community's access to affordable housing

Community Services Division

The division continuously explores alternate funding to supplement existing programming funds. 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 in our City, the Resident and Elderly Resource Center has piloted an Elderly Calls program, where seniors will receive regular phone calls facilitating dialog and verbal wellness checks. The division continues to leverage existing resources to provide residents with access to educational workshops related to preparedness and self-sufficiency. The three youth programs: Family Pathways, All Stars, and Parent-Child, are primarily funded through the Children's Trust.

Homeless Outreach Services Division

The division constantly evaluates ways to augment resources and improve service delivery to address homeless-related concerns. The division values community input to evolve strategies and initiatives to ensure successful housing placement and income growth. 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.

Residential Housing Division

The City has completed significant improvements to Madeleine Village Apartments and will continue the rehabilitation project at the Neptune, Lottie Apartments, and Corals Apartments. These improvements are being thought out with long-term resiliency and efficiency in mind. We ensure that all new appliances, plumbing, and lighting fixtures are energy efficient and low maintenance at all affordable housing locations.

