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**FY 2012/13 Consolidated Annual Performance Evaluation Report
(CAPER)**

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Our Mission

We are committed to providing excellent public service and safety to all who live, work, and play in our vibrant, tropical, historic community.

Our Vision

The City of Miami Beach will be:

- Cleaner and safer;
- More beautiful and vibrant;
- A mature, stable, residential community with well-improved infrastructure;
- A unique urban and historic environment;
- A cultural, entertainment, tourism capital; and
- An international center for innovation in culture, recreation and business.

Our Values

The City of Miami Beach is committed to:

- Maintaining the City of Miami Beach as a world-class city.
- Working as a cooperative team of well-trained professionals.
- Serving the public with dignity and respect.
- Conducting the business of the City with honesty, integrity, and dedication.
- Being ambassadors of good will to our residents, visitors, and business community.

Table of Contents

	<u>Page</u>
Executive Summary	4
I. <u>Summary of Resources and Distribution of Funds</u>	9
II. <u>General Caper Narrative</u>	10
A. Assessment of Five-Year Goals and Objectives	10
B. Affirmatively Furthering Fair Housing	11
C. Affordable Housing	15
D. Continuum of Care	15
E. Other Actions in Strategic Plan/Action Plan	18
F. Leveraging Resources	20
G. Citizen Comments	20
H. Self-Evaluation	21
I. Monitoring	22
III. <u>CDBG Program Narrative</u>	22
IV. <u>HOME Program Narrative</u>	28
Attachments	30
A. Advertisement	
B. Section 3 Summary Report	
C. HOME Matching Funds Report	
D. IDIS Reports	

Executive Summary

The *Consolidated Annual Performance and Evaluation Report (CAPER)* outlines the status of the City's efforts toward implementing performance measurement system requirements described in the *Federal Register* Notice dated March 7, 2006. The CAPER provides a detailed description of how the City provided new or improved availability/accessibility, affordability, sustainability of decent housing, suitable living environments, and economic opportunity. The CAPER includes a comparison of the proposed outcomes versus actual outcomes for each outcome measure submitted with the Consolidated Plan.

CDBG Major Initiatives and Highlights FY 2012-2013

- Provided child care, youth services, food distribution, and senior services for 1609 people/families
- Completed construction of the UNIDAD North Beach Senior Center
- Completed the Housing Authority of City of Miami Beach Rebecca Towers Roof Replacement
- Continued planning and permitting for the construction of the Boys and Girls Club Youth Center
- Continued planning and permitting for the Jewish Community Services Senior Center Improvements
- Completion of the Lois Apartments Rehabilitation, 16 units of affordable rental housing
- Began rehabilitation of the London House Apartments

HOME Major Initiatives and Highlights for FY 2012-2013

- Completion of the rehabilitation of the Meridian Apartments, 39 units of affordable rental housing
- Completion of the construction of the Steven E. Chaykin Apartments, 30 units of affordable rental housing for elderly disabled persons
- Completion of the rehabilitation of the Neptune Apartments, 35 units of affordable rental housing
- Continued rehabilitation (elevator modernization and electrical upgrade) of the Barclay Apartments, 66 units of affordable rental housing

As an Entitlement Community recipient of federal funds, HUD requires the City to complete and adopt a Five-Year Consolidated Plan. This plan identifies the City's local objectives and the housing, homeless and non-housing/public benefit activities that will be implemented with these federal funds. The City adopted its current Five-Year Consolidated Plan on July 16, 2008 for the five fiscal years commencing with FY 2008/09 and ending with FY 2012/13.

The Consolidated Plan provides the City with an opportunity to strategically align its priority objectives with appropriate activities and projects. It delineates specific measures and goals as well as defines the funding source for each effort. Below is an outline of the City's strategic plan:

5-Year Proposed Activities, Outcomes, Performance Indicators

Proposed Activities/Projects	Outcome	Performance Indicator Measure	5-Year Goal	Funding Source(s)
Housing Rehabilitation	Improve availability and accessibility of decent housing in the City in an effort to maintain/improve housing stock conditions for low/mod households	Homes rehabilitated	50 Units	CDBG HOME SHIP NSP 3
Scattered Site Home Purchase Assistance (Down Payment/Closing and Mortgage Buy Down)	Improve affordability of decent housing within the City for low/moderate income households	Homes purchased	50 Units	CDBG SHIP
Scattered Site Home Counseling	Improve availability and accessibility of decent housing in the City	Persons counseled	300 Persons	CDBG
Multi-Family Housing Rehabilitation Program	Improve availability and accessibility of decent rental housing in the City	Rental units rehabilitated	100 Units	HOME CDBG Private Investment
Analysis of Impediments to Fair Housing Update and Outreach Activities	Improve availability and accessibility of decent housing opportunities in the City.	Preparation of an updated Analysis of Impediments to Fair Housing	1 Plan	CDBG HOME
Code Compliance	Encourage suitable living environments that promote sustainability in the City	Number of code violations detected and/or corrected as a result of program assistance.	50 Units	CDBG
Job Training/Public Service	Improve availability and accessibility of jobs to low/mod persons	Job training	100 Persons	CDBG
Street/Sidewalk Improvements, Landscaping, Neighborhood Park Improvements, Street lighting	Encourage suitable living environments that promote sustainability in the City	Physical improvements made to benefit low to moderate income persons in Target Areas including North Beach Revitalization Area	2 Public facility projects	CDBG Section 108 RDA
Public Service Activity: Childcare, Health, Seniors, Persons with Disabilities, and Youth Services/Programs	Promote economic opportunities and/or suitable living environment with new/improved access to public services	Persons assisted	60,000 Persons	CDBG

The compilation of the Consolidated Plan is a lengthy, engaged process beginning with a comprehensive assessment of prior efforts, current community conditions, and identified areas of need. The Consolidated Plan is:

- A collaborative process that produces a unified vision for community development actions;
- A comprehensive housing affordability strategy;
- A set of short and long-term community development objectives;
- An application for funding from the CDBG and HOME programs;
- A strategy for carrying out HUD Programs/Initiatives; and
- A management tool for tracking results.

The Plan must address the National Objectives for the use of federal funds. There are three such objectives:

- Objective A: Principally benefits low-and moderate-income persons
- Objective B: Aids in the prevention or elimination of slums or blight
- Objective C: Qualifies as a certified urgent need

Within the National Objectives, there are four subcategories that further define the appropriate use of federal funds as expended through the Consolidated Plan framework. These subcategories are:

- (1) Area Benefit Activity – Those activities carried out in a neighborhood consisting predominantly of Low/Moderate Income (LMI) persons that provide services for such persons, yet are available to other non-income eligible persons in the area.
- (2) Limited Clientele Activity – Those activities which benefit a specific group of people (rather than all the residents in a particular area) that is, or presumed to be income-eligible. The specific groups presumed by HUD to be income-eligible include:
 - Abused Children
 - Battered Persons
 - Elderly Persons
 - Handicapped Persons
 - Homeless Persons
 - Illiterate Persons
 - Migrant Farm Workers
 - Persons Living with AIDS
- (3) Income-Eligible Housing Activity – Those activities which add or improve a permanent residential structure wherein, upon completion, income eligible persons will occupy 51% or more of the housing units.

- (4) Job Creation or Retention Activity – Those activities which create or retain permanent jobs, of which at least 51% are either taken by or available to income-eligible persons.

To draft its Consolidated Plan, the City enlists the assistance of various stakeholders in the community to gauge their input, ideas and perspectives as to the priorities and identified strategies for action that are proposed for the use of federal funds. Community input ensures that the Plan reflects the true need of the community's residents and service providers. More so, it provides a forum for innovation and community consensus since service demands generally exceed the availability of resources.

While in draft form, the City shares its Plan with community stakeholders in a variety of settings to solicit comments including:

- Publicly noticed meetings of the Community Development Advisory Committee (CDAC)
- The City's web page (www.miamibeachfl.gov)
- Public hearings
- Inter-agency consultations (including the Housing Authority of the City of Miami Beach and grant sub-recipients, among others)

The final Plan encompassing the recommendations of staff, residents and service providers was presented to the City's Mayor and Commission on July 16, 2008 for formal adoption. Once adopted, the *Consolidated Plan* established the overall strategic framework for HUD funds.

As its next step in the planning process, the City is required to draft and adopt a *One-Year Action Plan*, for each fiscal year covered by the *Consolidated Plan*. The Action Plan delineates specific activities, providers and outcomes for the specific fiscal year. On July 18, 2012, the Mayor and Commission adopted the *One-Year Action Plan* for fiscal year 2012/13. The following priority needs were identified in the *One-Year Action Plan*:

Housing Activities
Acquisition & Disposition
Fair Housing Activities
Multifamily Housing Rehabilitation
Owner-Occupied Rehabilitation
Direct Homeownership Assistance
Code Compliance

Housing Activities seek to create or maintain safe, clean, affordable and accessible housing for the City's residents.

Non-Housing Activities/ Public Service Activities
Child Care Services
Economic Development
Employment Training
General Public Services
Health Services
Public Facilities & Improvements
Repayment of Section 108 Loan Principal
Senior Programs & Senior Services
Services to Persons with Disabilities
Youth Programs

Non-Housing Activities seek to address the service and infrastructure needs of the City's residents. Each year, during the City's Request for Proposal Process, the majority of applications received address public service needs.

This report addresses the progress made on those activities funded during the 2012/13 fiscal year. As outlined earlier in this narrative, the City's vision and values that guide these activities are the following:

Our community has established a **vision** in which the City will be:

- Cleaner and safer;
- Beautiful and vibrant;
- A mature, stable residential community with well-improved infrastructure;
- A unique urban and historic environment;
- A cultural, entertainment and tourism capital; and
- An international center for innovation in culture, recreation, and business.

We have established **values** by which we will achieve this vision:

- Maintaining the City as a world-class city;
- Working as a cooperative team of well-trained professionals;
- Serving the public with dignity and respect;
- Conducting the business of the City with honesty, integrity and dedication;
and
- Being ambassadors of good will to our residents, visitors, and business community.

The greatest challenge and responsibility in the administration of federal funds is ensuring that the finite resources received achieve several outcomes:

- Address the priority needs identified within the community;
- Ensure that the outcomes achieved justify the costs incurred;

- Encourage the leverage of as many resources as possible to ensure long-term sustainability of efforts; and
- Promote best practices, accountability, and transparency of efforts.

Within this framework, the City recognizes that the entitlement resources that are allocated to it are insufficient to realize its vision. Therefore, the City actively identifies, pursues, and secures resources that will address, not only the priority needs identified in the *Consolidated Plan*, but the stated goals that our residents have created for our community. As such, the City has succeeded in directly securing resources (i.e. Emergency Food & Shelter Grant, other federal grants, etc.) as well as facilitating and supporting the indirect acquisition of state and federal sources by our community partners.

The issuance of Certificates of Consistency is a significant tool the City uses to promote and support the acquisition of additional resources for our community. The issuance of Certificates of Consistency is done in a fair and impartial manner as prepared by staff and subsequently approved by the Mayor and City Commission. Certificates of Consistency have been issued to such providers such as Citrus Health Network and Douglas Gardens Community Mental Health Center as a means of accessing additional federal resources to meet our community's priorities. More so, these resources specifically address the myriad of needs of our community's homeless residents that would otherwise go unmet because of the City's limited resources. The City is a full partner in the Miami-Dade County Homeless Continuum of Care and collaborates proactively in the submission and pursuit of SuperNOFA funds.

The City has proactively worked to ensure the successful implementation of the *Consolidated Plan* and the pursuit of all identified priorities. In keeping with federal standards, the City has used CDBG and HOME funds for the benefit of low/moderate-income persons.

I. Summary of Resources and Distribution of Funds

Source of Funds	Amount
FY 12/13 CDBG	\$1,068,075
FY 12/13 HOME	\$757,782
Total	\$1,825,857

Expenditures were concentrated in the North Beach and South Beach Target Areas for public facilities, public services and multi-family housing rehabilitation.

II. General CAPER Narratives

A. Assessment of 5-Year Goals and Objectives

This CAPER documents the City's completion of the 2012/13 fiscal year for the expenditure of funds provided by the US Department of Housing and Urban Development. This report is an assessment of the City's goals, objectives, and accomplishments originally established by the *2012/13 One-Year Action Plan*, and performed within the greater framework of the *2008 – 2012 Consolidated Plan*.

The Plan addresses the City's priority objectives for the Community Development Block Grant (CDBG) and HOME Investment Partnerships Programs (HOME).

Priority Objectives, Activities, Outcomes, Performance Indicators, Goals

Priority Objectives	Activity	Outcome	Performance Indicator	Goal
Decent Housing	Housing Rehabilitation	Improve availability and accessibility of decent housing in the City in an effort to maintain/improve housing stock conditions for low/moderate income households	Homes Rehabilitated	0 Units
	Scattered Site Home Purchase Assistance (Down Payment/Closing and Mortgage Buy Down)	Improve affordability of decent housing within the City for low/moderate income households	Homes Purchased	1 Units
	Scattered Site Home Counseling	Improve availability and accessibility of decent rental housing in the City	Persons Counseled	30 Persons
	Multi-Family Housing Rehabilitation Program		Rental Units Rehabilitated	24 Units
	Analysis of Impediments to Fair Housing Update and Outreach Activities		Preparation of an Updated Analysis of Impediments of Fair Housing	0 Plans
		Training Sessions	4 Sessions	
Suitable Living Environment	Code Compliance enforcement to prevent slums or blight	Encourage suitable living environments that promote sustainability in the City.	Number of people living in North Beach Target Area	23,311 Persons
Suitable Living Environment Economic Opportunity	Job Training	Improve availability and accessibility of jobs to low/moderate income persons	Persons Trained	50 Persons Trained

Suitable Living Environment	Street/ Sidewalk Improvements/ Landscaping/ Neighborhood Park Improvements/ Street Lighting/ Public Facilities	Encourage suitable living environments that promote sustainability in the City.	Physical Improvements Made to Benefit Low to Moderate Income Persons in Target Areas Including North Beach Revitalization Area	1 Senior Center Project
Economic Opportunity/ Suitable Living Environment	Childcare, General, Health, Seniors, Youth, and Persons with Disabilities Services/Programs	Promote economic opportunities and/or suitable living environment with new/improved access to public services	Persons Assisted	1206 Persons

The activities above were implemented by a variety of community-based and government agencies that participated in a competitive Request for Proposals (RFP) process.

B. Affirmatively Furthering Fair Housing

The Federal Fair Housing Act, Section 808(e)(5), requires that the Secretary of the U.S. Department of Housing and Urban Development administer the Department's housing and urban development programs in a manner as to affirmatively further fair housing. All localities that are direct recipients of CDBG/HOME funds are required to conduct an assessment of the barriers to housing choice and to develop a plan for overcoming the impediments identified. Although the locality's obligation arises in connection with the receipt of federal funding, its obligation to affirmatively further fair housing is not restricted to the design and operation of HUD-funded programs at the State or local level; it's obligation extends to all housing and housing-related activities in its jurisdictional area whether publicly or privately funded.

The City continues to proactively ensure that its own regulations do not act as a barrier to affordable housing. In addition, the City continues its policy of requiring that all federally-funded sub-recipients execute Affirmative Marketing Agreements or Sub-recipient Grant Agreements which include Affirmative Marketing requirements in accordance with the Fair Housing Act. Furthermore, the City of Miami Beach has contracted with Housing Opportunities Project for Excellence, Inc. (HOPE) consecutively since 2000. The most recent *Analysis of Impediments* (AI) identified the following impediments:

- Discrimination based upon protected classes
- Disparities in fair and equal lending practices
- A strongly segregated housing market
- An insufficient number of accessible housing units
- Racially and ethnically based tensions due to growing numbers of new residents from different ethnic groups.

In response to the impediments to fair housing choice, the City of Miami Beach has funded a Fair Housing Education & Outreach Initiative (E&O), implemented throughout the City of Miami Beach and delivered by HOPE, Inc. The E&O initiative is designed to inform the general public about their rights to fair housing under federal, state, and local laws. In particular, fair housing workshops educate participants on how to recognize discriminatory housing practices, and the avenues of redress available to them. The initiative benefits persons who are denied access to the housing of their choice because of their race, color, religion, national origin, sex, disability, familial status, age, marital status or sexual orientation. Service providers are educated similarly to help community-members recognize discrimination and make appropriate referrals. In addition, the E&O initiative also addresses a need to educate housing industry providers about their responsibility to voluntarily comply with fair housing laws through training and community-wide events.

An on-going media campaign using public service announcements, feature articles, print advertisements and community programs sponsored by the City of Miami Beach augment the dissemination of a quarterly fair housing newsletter that highlights important fair housing news.

Fair housing counseling is provided on the housing discrimination telephone "Help-line" that handles inquiries related to a myriad of housing discrimination-related issues.

Fair Housing Initiative activities conducted within the City of Miami Beach are collected and recorded on an October-through-September fiscal year calendar. The following table includes data from October 1, 2012 through September 30, 2013 and summarizes actions taken to address barriers to fair housing choice in the City.

ACTIVITY	NUMBER OF UNITS	NUMBER OF PEOPLE SERVED	OUTCOME
FAIR HOUSING COMMUNITY WORKSHOPS	27	89	INCREASED AWARENESS AND UNDERSTANDING OF FAIR HOUSING LAWS AND OPTIONS FOR RECOURSE IF LAWS ARE VIOLATED.
FAIR HOUSING SERVICE PROVIDER PRESENTATIONS	2	22	ENHANCED ABILITY TO IDENTIFY HOUSING DISCRIMINATION ISSUES FOR REFERRAL AND STRENGTHENED UNDERSTANDING OF FAIR HOUSING LAWS
FAIR HOUSING COMMUNITY-WIDE EVENTS	3	72	GREATER AWARENESS AND FAMILIARITY WITH FAIR HOUSING LAWS
MEDIA AWARENESS CAMPAIGN INCLUDING RADIO ADS, LOCAL TELEVISION PROGRAMS, AND PRINT ADS	4	PSA "ACCENTS" RUN ON AN AVERAGE OF 25-30 TIMES PER MONTH. EACH PUBLIC SERVICE ANNOUNCEMENT (PSA) AIRING REACHES AN APPROXIMATE 250,000 LOCAL RESIDENTS THROUGHOUT BOTH MIAMI-DADE AND BROWARD	INCREASED DETECTION SENSITIVITY OF HOUSING DISCRIMINATION AND INCREASED AWARENESS OF FAIR HOUSING LAWS VIA PSAS

		COUNTIES. ESTIMATED LOCAL IMPACT: 2,500.	
HELPLINE COUNSELING SERVICES	26	26	INCREASED NUMBER OF INTAKES. INCREASED AWARENESS, VINDICATION OF FAIR HOUSING RIGHTS AND ENHANCED UNDERSTANDING OF HOUSING LAWS
PUBLISH & DISTRIBUTE NEWSLETTERS 4 EDITIONS	4	APPROX. 100 ISSUES IN CIRCULATION IN MIAMI BEACH PER QUARTER – 400 TOTAL	INCREASED ACCESSIBILITY TO FAIR HOUSING RESOURCES, PROGRAMS, STUDIES AND CASES THAT ADDRESS DISCRIMINATION. OTHER FAIR HOUSING MATERIAL DISTRIBUTION OPPORTUNITIES FOR THE VARIOUS, MULTILINGUAL BROCHURES RELATED TO: FAIR HOUSING, PREDATORY LENDING, FAMILIAL STATUS AND DISABILITY.
TOTAL	UNITS	3,109	

In September 2004, HUD reissued a memorandum of guidance originally issued on February 12, 2000, regarding the requirement of local jurisdictions receiving funding through the Consolidated Plan process to update, where appropriate, its *Analysis of Impediments to Fair Housing Choice* (AI). An analysis of impediments to fair housing is more than a catalog of illegal acts impeding fair housing. This study must identify those systemic or structural issues that limit the ability of people to take advantage of the full range of housing which should be available to them.

In collaboration with HOPE, the City has identified specific actions that it can continue and/or undertake to overcome these impediments including:

Goal	Activities/Actions	
Reduce the incidence of housing discrimination	<p>Continue to provide housing education and workshops to housing providers to foster compliance with federal, state and local fair housing laws</p> <p>Continue to support private enforcement of fair housing laws</p> <p>Provide opportunities for fair housing/ affirmative marketing training to all recipients receiving City funds for housing-related and community-based</p>	<p>Coordinate efforts with housing providers to assist fair housing trainers in accessing providers</p> <p>Partner with local public/private fair housing agencies to coordinate effective means of processing and referring complaints</p> <p>Identify participants, develop training curriculum, and collect materials to be distributed</p>

	projects; and monitor compliance, where appropriate	
Educate the community about its rights and responsibilities to Fair Housing	<p>Disseminate a fair housing media campaign</p> <p>Educate City staff regarding the responsibility to affirmatively further fair housing</p> <p>Participate in local events to provide residents with information regarding its rights and responsibilities</p>	<p>Submit Public Service Announcements (PSA) to local media highlighting local, state and federal fair housing laws</p> <p>Identify categories of City employees who should receive fair housing training</p> <p>Partner with community groups to coordinate such events</p>
Reduce discriminatory and abuse practices in lending	Implement an awareness campaign	Provide PSA and community forums to inform the public about its rights and responsibilities
Promote integration and diversity within the City	<p>Provide technical assistance training in affirmative marketing to recipients of administered funds for development</p> <p>Provide fair housing training for City staff, community advocates, housing providers and financial institutions</p> <p>Provide multi-lingual presentations to community members</p>	<p>Identify and require recipients to participate in training; contract with local fair housing agency to provide training</p> <p>Identify perspective participants and contract with local fair housing agency to provide training</p> <p>Identify locations/opportunities to provide workshops and contract with local fair housing agency to provide training</p>
Provide more affordable housing	<p>Encourage housing providers to participate in Section 8</p> <p>Provide information and technical assistance on housing development programs</p> <p>Emphasize mixed-income housing in all</p>	<p>Identify local housing providers and provide benefits of participation in Section 8 program</p> <p>Provide training or contract for professional services with local fair housing agency</p> <p>Select neighborhoods being targeted for</p>

	neighborhoods	redevelopment
	Support pre-purchase counseling programs	Provide training or contract for professional services with local fair housing agency

C. Affordable Housing

Utilizing HUD funds, the City funds a variety of housing activities designed to improve its housing stock by providing decent, safe and sanitary affordable housing for income-eligible, resident households. Such an undertaking is made possible through collaboration with community-based and non-profit organizations as well as for-profit housing providers. The City utilizes multiple strategies to increase its affordable housing stock including the rehabilitation of multi-family buildings and a homebuyer assistance program, among others.

In addition to the homebuyer efforts, Miami Beach Community Development Corporation (MBCDC) received federal funds to rehabilitate several buildings for the provision of affordable housing. The following chart lists these projects and their current status:

Project	Status
Neptune Apartments	Construction 100% complete
London House Apartments I	Construction underway, but temporarily halted
London House Apartments II	Planning, financing and predevelopment
Meridian Apartments	Construction is 100% complete
The Barclay Apartments	Rehabilitation underway

D. Continuum of Care

The City of Miami Beach is committed to ending homelessness. In 2001, the City established the Homeless Services Program to provide outreach, engagement, and housing placement services to the community's homeless persons. The City's Office of Community Services provides homeless prevention and early intervention services to those at-risk of homelessness. In addition to providing direct services, the City integrates collaboration with a variety of public and private agencies (including the Housing Authority of the City of Miami Beach and the Miami-Dade County Homeless Trust) to maximize the availability of services to end homelessness in our community.

The City commits a variety of funds to implement its homeless strategy including:

- General Fund funds (derived from municipal property tax levies);
- Resort Tax funds (derived from hotel tax levies);
- Emergency Food & Shelter Program (administered by the United Way); and

- Miami-Dade County Homeless Trust (derived from county food and beverage tax).

Through the Office of Community Services, the City provides rent and utility assistance to those individuals and families at risk of eviction and subsequent homelessness. Utilizing Emergency Food & Shelter Grant funds, the City provides emergency rent assistance to those residents with a three-day or court-issued eviction along with a care coordination plan to address the issues that placed them at risk of homelessness (including unemployment, addiction, familial problems, etc.). The Office provided rental assistance for 14 families, utility assistance for 6 families, and short-term hotel stay assistance to 1 family. Additionally, 1,064 referrals for community-based services for adult clients were provided in 2012/13.

The Homeless Services Program participated in the county-wide homeless census counts in January 2013 and September 2013. Below are the numbers of homeless persons identified during these counts:

January 2013	September 2013
173 persons	106 persons

Through its Homeless Services Division, the City has established a comprehensive approach to address the needs of homeless persons including:

- **Homeless Outreach** – Outreach enables the identification and engagement of homeless persons to encourage them to access services that will end their homelessness.
- **Assessments** – Through a detailed intake and assessment process, the specific needs of the homeless can be identified and addressed as part of a care plan to end their homelessness.
- **Referrals** – Once needs are identified, homeless persons are connected to community-based resources for assistance through a formalized referral process.
- **Emergency Shelter** – The City funds 46 traditional shelter beds (31 at The Salvation Army and 15 at the Miami Rescue Mission) and 2 treatment beds (via Citrus Health Network, Inc.) for those with mental illness or other disorders. An additional 84 traditional shelter beds are made available at various shelters through the Miami-Dade County Homeless Trust.
- **Identification Assistance** – Identification assistance assists homeless person in obtaining birth certificates and Social Security cards so that they may then obtain a state-issued picture identification card.
- **Family Reunification** – Family reunification provides transportation services to those homeless persons who have family/friends in another community who are able and willing to provide shelter and support.

Once a homeless person accepts services, the City places them in emergency shelter to begin the stabilization and case management process preparing the person to return to the community and a stable, secure home. Through case management efforts, homeless clients receive, as appropriate, a variety of services including:

- Medical assessments and medical care (including mental health services)
- Replacement of missing identification documents (needed for employment and entitlement applications)
- Employment training and job placement
- Assistance applying for entitlements
- Financial management/budgeting training

The following chart depicts the 2012/13 homeless services provided by the City:

Number of homeless encounters ¹	5,268
Number of homeless clients served	1028
Number of shelter placements made	540
Number of transitional housing placements made	
Number of permanent housing placements made	61

¹ Homeless encounters or contacts represent each time a homeless person makes contact or engages with staff.

SuperNOFA funds are leveraged with City resources and additional third-party resources (i.e. Emergency Food & Shelter Grant) to support the engagement and housing strategies to end homelessness in our community. The focal point of our efforts has been on the outreach, engagement, and emergency shelter placement of our homeless residents in shelters. The City does not have any emergency shelters within its jurisdiction. It relies on shelters located in other municipalities in Miami-Dade County to permit the short-term placement of clients.

No new federal resources were obtained from the Homeless SuperNOFA. The City's existing appropriation is \$63,933.

The City is a voting member of the Miami-Dade HIV/AIDS Partnership and its Housing Committee.

E. Other Actions in Strategic Plan or Action Plan

Addressing Obstacles in Meeting the Needs of the Underserved

The City proactively engages in education and outreach efforts to inform the residents and community-at-large of resources to help the underserved in our community. Often the greatest obstacles to access services are the same things that low-income residents need assistance with: linguistics, legal status, and familial and economic challenges.

The City has established a variety of forums and strategies to engage providers and residents and improve the accessibility to services including:

- Miami Beach Service Partnership (a collaborative of community-based providers serving youth, families, and individuals)
- Committee on the Homeless
- Community Development Advisory Committee
- Affordable Housing Advisory Committee
- Business outreach (targeting businesses impacted by homelessness)
- Improved internet web tools

In addition to the administration of federal entitlement funds, the City strives to identify, pursue, and obtain additional resources to address the unmet needs of its residents through the Office of Grants Management. These efforts are carried out in collaboration with the Office of Community Services and the Homeless Services Program. Additional resources are pursued through open, competitive grant programs.

Foster and Maintain Affordable Housing

The City continues its use of a full range of resources to encourage affordable housing including:

- Promoting public-private partnerships
- Collaborating and cooperating with the efforts of the Housing Authority of the City of Miami Beach
- Leveraging the City's resources and efforts through collaborations with non-profit, community development organizations; principally the Miami Beach Community Development Corporation (MBCDC). In addition to its use of the City's CDBG, HOME, NSP, and EDI funds, MBCDC utilized State Housing Initiatives Partnership (SHIP) Program funds, Miami-Dade County HOME and Surtax Program funds, and the private sector to create homeownership opportunities to income-eligible people who would not otherwise have been able to achieve homeownership.

Eliminating Barriers to Affordable Housing

The City has historically worked with other local entitlement jurisdictions in the creation of a Metropolitan Fair Housing Advisory Committee as well as share strategies in addressing housing issues identified through the AI.

Improving Public Housing and Resident Initiatives

In its efforts to collaborate with others, the City has a long and established record of cooperation with the Housing Authority of the City of Miami Beach (HACMB). HUD