

CR-05 - Goals and Outcomes

Progress the jurisdiction has made in carrying out its strategic plan and its action plan. 91.520(a)

This could be an overview that includes major initiatives and highlights that were proposed and executed throughout the program year.

The 2014-2015 City of Miami Beach (City) Consolidated Annual Performance and Evaluation Report (CAPER) demonstrates how federal funds for Housing and Community Development were spent and reports City progress in achieving its goals outlined within the *Action Plan* from October 1, 2014 through September 30, 2015. The CAPER includes activities funded by the Community Development Block Grant (CDBG) and HOME Investment Partnerships (HOME) programs.

The following is a summary of the City's progress in meeting its goals set forth in its five-year *Consolidated Plan* and annual *Action Plan*.

CDBG Major Initiatives and Highlights FY 2014-2015

- Started rehabilitation of the London House Apartments; a 24-unit building
- Acquired 2 buildings (Barclay and Neptune) in addition to the Madeleine and the Lottie that were acquired with NSP funds. These multifamily rental buildings are dedicated for low-to-moderate-income households with a total of 101 rental units; the Neptune currently has 28 out of its 35 units occupied; the Barclay, on the other hand, has 66 units that were deemed unsafe and will require a complete renovation
- City received over 1,700 affordable housing applications in its first lottery in which 1,000 participants were placed in a waiting list
- Installed 340 energy efficient light fixtures and completed 29 shower conversions at the Rebecca Towers North, a property of the Housing Authority of the City of Miami Beach (HACMB)
- Replaced an unsafe playground structure with a new playground system, shade structure and rubber surfacing at Tatum Park
- Continued construction of the Boys and Girls Club Youth Center

- Completed rehabilitation of the Jewish Community Services of South Florida Inc.'s Miami Beach Senior Center
- CDBG public services funding allowed the provision of youth training and employment; of groceries to food insecure households; emergency rental and utility assistance; emergency hotel placement; hot meals and shopping services for homebound seniors; referral services; and homeless outreach with daily labor referrals benefiting 498 low-income individuals.

Comparison of the proposed versus actual outcomes for each outcome measure submitted with the consolidated plan and explain, if applicable, why progress was not made toward meeting goals and objectives. 91.520(g)

Categories, priority levels, funding sources and amounts, outcomes/objectives, goal outcome indicators, units of measure, targets, actual outcomes/outputs, and percentage completed for each of the grantee's program year goals.

Goal	Category	Source / Amount	Indicator	Unit of Measure	Expected – Strategic Plan	Actual – Strategic Plan	Percent Complete	Expected – Program Year	Actual – Program Year	Percent Complete
2013 Goal - Code Enforcement	Non-Housing Community Development		Housing Code Enforcement/Foreclosed Property Care	Household Housing Unit	2000	5873	293.65%			
2013 Goal - Multi-family Rehabilitation	Affordable Housing		Rental units rehabilitated	Household Housing Unit	154	0	0.00%			

2013 Goal - Planning and Administration	Affordable Housing Homeless Non- Homeless Special Needs Non-Housing Community Development		Other	Other	0	0				
2013 Goal - Public Facility or Infrastructure Activities	Non-Housing Community Development		Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	Persons Assisted	75	4315	5,753.33%			
2013 Goal - Public service activities	Non-Housing Community Development		Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	29275	7773	26.55%			
2015 Goal - Code Enforcement	Non-Housing Community Development		Housing Code Enforcement/Foreclosed Property Care	Household Housing Unit	2000	5873	293.65%			

2015 Goal - Multi-family Rehabilitation	Affordable Housing		Rental rehabilitated units	Household Housing Unit	154	0	0.00%			
2015 Goal - Planning and Administration	Affordable Housing Homeless Non- Homeless Special Needs Non-Housing Community Development		Other	Other	0	0				
2015 Goal - Public Facility or Infrastructure Activities	Non-Housing Community Development		Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	Persons Assisted	75	4315	5,753.33%			
2015 Goal - Public service activities	Non-Housing Community Development		Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	29275	7773	26.55%			

Goals Summary Information	Affordable Housing Homeless Non-Homeless Special Needs Non-Housing Community Development	CDBG: \$935610 / HOME: \$460426	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	Persons Assisted	0	0		100	4315	4,315.00%
Goals Summary Information	Affordable Housing Homeless Non-Homeless Special Needs Non-Housing Community Development	CDBG: \$935610 / HOME: \$460426	Public Facility or Infrastructure Activities for Low/Moderate Income Housing Benefit	Households Assisted	0	0		50	200	400.00%

Goals Summary Information	Affordable Housing Homeless Non- Homeless Special Needs Non-Housing Community Development	CDBG: \$935610 / HOME: \$460426	Facade treatment/business building rehabilitation	Business	0	0		5	0	0.00%
Goals Summary Information	Affordable Housing Homeless Non- Homeless Special Needs Non-Housing Community Development	CDBG: \$935610 / HOME: \$460426	Rental rehabilitated units	Household Housing Unit	0	0		94	0	0.00%

Goals Summary Information	Affordable Housing Homeless Non-Homeless Special Needs Non-Housing Community Development	CDBG: \$935610 / HOME: \$460426	Tenant-based assistance / Rehousing rental Rapid	Households Assisted	0	0		25	23	92.00%
Goals Summary Information	Affordable Housing Homeless Non-Homeless Special Needs Non-Housing Community Development	CDBG: \$935610 / HOME: \$460426	Homelessness Prevention	Persons Assisted	0	0		25	23	92.00%

Table 1 - Accomplishments – Program Year & Strategic Plan to Date

Assess how the jurisdiction's use of funds, particularly CDBG, addresses the priorities and specific objectives identified in the plan, giving special attention to the highest priority activities identified.

This fiscal year the City of Miami Beach was able to take a step forward in the effective provision of low-to-moderate-income rental housing by acquiring 4 buildings (2 with CDBG / HOME funds) in a real estate market that continues to rise in prices making affordability a high priority. The City also started the rehabilitation of two buildings previously purchased in FY 2013-2014; this project is expected to be completed by summer 2016 adding 24 low-to-moderate-income rental units, eliminating previous substandard housing and improving the structure and aesthetics to a historic neighborhood.

Although the City faced staff turnover which posed challenges to contract management, progress was made towards the strategic plan. The City was able to complete the following capital projects:

- The improvement of a public facility (Tatum Park);
- Installation of 340 energy efficient lights and conversion of 29 showers at the Rebecca Towers - North; and
- The rehabilitation of the Miami Beach Senior Center.

The City also provided vital public services including:

- Youth training programs;
- Senior services including meal delivery and shopping services; and
- Homeless outreach with referral to daily labor placement.

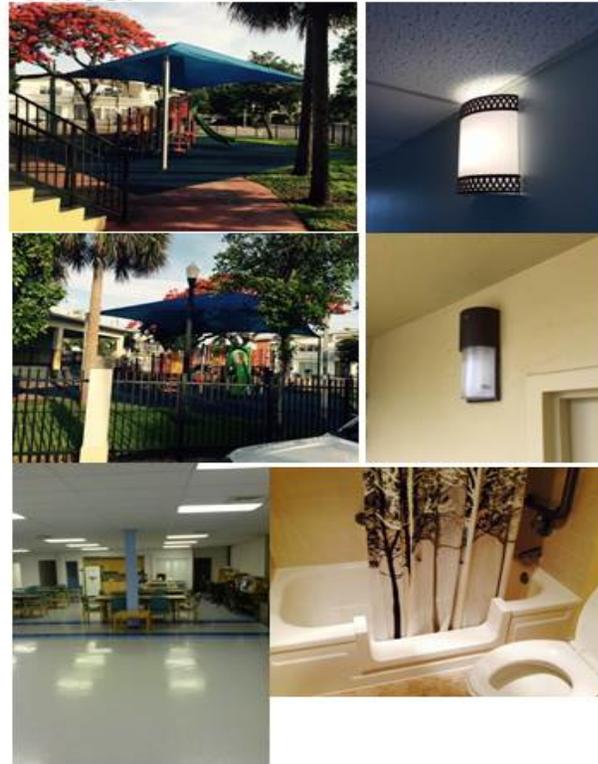
The City continues having challenges implementing the Façade Improvement Program due to the limited area originally proposed. This year, the City requested approval from HUD to increase the area to include the entire North Beach neighborhood. However, clarification is still needed from HUD regarding the specific areas that would qualify under this project. Another challenge that has manifested is the flood insurance requirement. Most area businesses do not carry this coverage, thereby, disqualifying them from assistance.

City of Miami Beach - Capital Projects

Before



After



Capital Projects

CR-10 - Racial and Ethnic composition of families assisted

Describe the families assisted (including the racial and ethnic status of families assisted).

91.520(a)

	CDBG	HOME
White	452	23
Black or African American	40	5
Asian	0	0
American Indian or American Native	0	0
Native Hawaiian or Other Pacific Islander	6	0
Total	498	28
Hispanic	345	23
Not Hispanic	153	5

Table 2 – Table of assistance to racial and ethnic populations by source of funds

Narrative

The City's funds enabled vital support services to a variety of residents including the homeless, those at risk of homelessness and food insecurity and other vulnerable population.

In support of the City's commitment to affirmatively furthering fair housing its HOME and CDBG administrative funds were used in partnership with Housing Opportunities Project for Excellence Inc. (HOPE, Inc.) to distribute educational materials, establish partnerships and provide trainings to explain legal rights under federal, state and local fair housing laws.

CR-15 - Resources and Investments 91.520(a)

Identify the resources made available

Source of Funds	Source	Resources Made Available	Amount Expended During Program Year
CDBG			1,192,757
HOME			374,739

Table 3 - Resources Made Available

Narrative

The original CDBG and HOME allocations for FY 2014-2015 were \$935,610 and \$419,694 respectively. However, there were unexpended funds from previous years that increased the resources made available.

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*, 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 within the Consolidated Plan.

Identify the geographic distribution and location of investments

Target Area	Planned Percentage of Allocation	Actual Percentage of Allocation	Narrative Description
North Beach NRSA	75	14	Facility improvements and public services
South Beach NRSA	25	61	Acquisition of 2 multifamily buildings and the Miami Beach Senior Center rehabilitation

Table 4 – Identify the geographic distribution and location of investments

Narrative

The City of Miami Beach doesn't have Neighborhood Revitalization Strategy Areas currently approved by HUD. However, the geographic distribution and location of investments were still identified to target areas in North Beach and South Beach while most public services simply provided citywide benefits. While unplanned, most expenditures were concentrated in South Beach as the City finalized the rehabilitation of the Miami Beach Senior Center with a total CDBG investment of \$459,407 over a 5 year funding period and acquired 2 multi-family rental buildings. The North Beach target area included renovation of a public facility - Tatum Park - and public services benefiting area residents.

Leveraging

Explain how federal funds leveraged additional resources (private, state and local funds), including a description of how matching requirements were satisfied, as well as how any publicly owned land or property located within the jurisdiction that were used to address the needs identified in the plan.

The HOME Program funds in the Barclay Project were leveraged against funds received from the City of Miami Beach Redevelopment Agency. RDA funds were utilized in the acquisition of the property for use as affordable rental housing.

The City, as required by HUD, provided its 25% project matching funds. Based on significant affordable housing investments by the Redevelopment Agency, an excess match exists. The required FY 2014-2015 match liability of \$93,685 was offset by an excess of over \$3.8 million.

Fiscal Year Summary – HOME Match	
1. Excess match from prior Federal fiscal year	3,878,385
2. Match contributed during current Federal fiscal year	0
3. Total match available for current Federal fiscal year (Line 1 plus Line 2)	3,878,385
4. Match liability for current Federal fiscal year	93,685
5. Excess match carried over to next Federal fiscal year (Line 3 minus Line 4)	3,784,700

Table 5 – Fiscal Year Summary - HOME Match Report

Match Contribution for the Federal Fiscal Year								
Project No. or Other ID	Date of Contribution	Cash (non-Federal sources)	Foregone Taxes, Fees, Charges	Appraised Land/Real Property	Required Infrastructure	Site Preparation, Construction Materials, Donated labor	Bond Financing	Total Match

Table 6 – Match Contribution for the Federal Fiscal Year

HOME MBE/WBE report

Program Income – Enter the program amounts for the reporting period				
Balance on hand at begin- ning of reporting period	Amount received during reporting period	Total amount expended during reporting period	Amount expended for TBRA	Balance on hand at end of reporting period
\$	\$	\$	\$	\$
0	0	0	0	0

Table 7 – Program Income

Minority Business Enterprises and Women Business Enterprises – Indicate the number and dollar value of contracts for HOME projects completed during the reporting period						
	Total	Minority Business Enterprises				White Non-Hispanic
		Alaskan Native American Indian	or Pacific Islander	Black Non-Hispanic	Hispanic	
Contracts						
Dollar Amount	0	0	0	0	0	0
Number	0	0	0	0	0	0
Sub-Contracts						
Number	0	0	0	0	0	0
Dollar Amount	0	0	0	0	0	0
	Total	Women Business Enterprises	Male			
Contracts						
Dollar Amount	0	0	0			
Number	0	0	0			
Sub-Contracts						
Number	0	0	0			
Dollar Amount	0	0	0			

Table 8 – Minority Business and Women Business Enterprises

Minority Owners of Rental Property – Indicate the number of HOME assisted rental property owners and the total amount of HOME funds in these rental properties assisted						
	Total	Minority Property Owners				White Non-Hispanic
		Alaskan Native American Indian	or Pacific Islander	Black Non-Hispanic	Hispanic	
Number	0	0	0	0	0	0
Dollar Amount	0	0	0	0	0	0

Table 9 – Minority Owners of Rental Property

Relocation and Real Property Acquisition – Indicate the number of persons displaced, the cost of relocation payments, the number of parcels acquired, and the cost of acquisition						
Parcels Acquired		2		651,320		
Businesses Displaced		0		0		
Nonprofit Organizations Displaced		0		0		
Households Temporarily Relocated, not Displaced		0		0		
Households Displaced	Total	Minority Property Enterprises				White Non-Hispanic
		Alaskan Native American Indian	or Pacific Islander	Black Non-Hispanic	Hispanic	
Number	0	0	0	0	0	0
Cost	0	0	0	0	0	0

Table 10 – Relocation and Real Property Acquisition

CR-20 - Affordable Housing 91.520(b)

Evaluation of the jurisdiction's progress in providing affordable housing, including the number and types of families served, the number of extremely low-income, low-income, moderate-income, and middle-income persons served.

	One-Year Goal	Actual
Number of Homeless households to be provided affordable housing units	70	0
Number of Non-Homeless households to be provided affordable housing units	24	28
Number of Special-Needs households to be provided affordable housing units	0	0
Total	94	28

Table 11 – Number of Households

	One-Year Goal	Actual
Number of households supported through Rental Assistance	0	23
Number of households supported through The Production of New Units	24	0
Number of households supported through Rehab of Existing Units	70	0
Number of households supported through Acquisition of Existing Units	0	28
Total	94	51

Table 12 – Number of Households Supported

Discuss the difference between goals and outcomes and problems encountered in meeting these goals.

The City’s overall vision of providing neighborhoods with affordable, safe and decent housing is a long-term goal that requires a diverse collaboration with local CHDO’s, community partners, foundations and others with a focus on common objectives and goals.

Barriers that inhibit our ability to complete our goals include:

- Limited funding and the high cost of real estate values in the City of Miami Beach;
- Limited long-term, community-based residential options with supportive services for those who need help with daily living activities, housekeeping, self-care, social services and other assistance;
- Limited community development partners and CHDOs with the capacity to develop affordable housing within target areas and defined timeframes;
- Inability of program recipients to acquire gap funding from additional financial sources for construction and rehabilitation projects;
- The rehabilitation of the 24 units previously purchased has not been completed; and
- Limited number of properties with multiple bedrooms to serve larger families.

Discuss how these outcomes will impact future annual action plans.

The City intends to focus on the development of mixed-income neighborhoods and boost the affordable housing supply for employees such as teachers, municipal workers and public safety employees working within the City more so, as property values continue to rise.

Include the number of extremely low-income, low-income, and moderate-income persons served by each activity where information on income by family size is required to determine the eligibility of the activity.

Number of Persons Served	CDBG Actual	HOME Actual
Extremely Low-income	25	8
Low-income	15	11

Moderate-income	10	8
Total	50	27

Table 13 – Number of Persons Served

Narrative Information

This fiscal year the City acquired the following properties: Neptune Apartments and the Barclay Plaza Apartments comprising a total of 101 units. Of the Neptune’s 35 units, 27 units have been recertified, 1 is still going through the recertification process and 7 are vacant. Staff is working with the affordable housing lottery participants (in numerical order according to their household size and availability) to identify low-to-moderate-income households to occupy these units. The 28 units at the Neptune are being counted for both funding sources as accomplishments since CDBG and HOME funds were used for its acquisition. All 28 units at the Neptune are rented to low-to-moderate-income households. The 66 units located at the Barclay Plaza Apartments were deemed unsafe and tenants were relocated several months prior to the City acquisition.

In addition, the City through its Office of Community Services and using CDBG funds provided 23 households at risk of homelessness with emergency rent assistance as well as utility assistance to 6 households. The households assisted would otherwise have risked the loss of their housing were it not for these funds.

The intent of the HOME Program is to provide decent affordable housing to lower income households, expand the capacity of nonprofit housing providers, strengthen the ability of state and local governments to provide housing and leverage private sector participation.

The primary objective of the CDBG program is to provide decent housing, a suitable living environment and expanded economic opportunities principally for low-to-moderate-income persons and neighborhoods.

CR-25 - Homeless and Other Special Needs 91.220(d, e); 91.320(d, e); 91.520(c)

Evaluate the jurisdiction's progress in meeting its specific objectives for reducing and ending homelessness through:

Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs

The City proactively reaches out to homeless persons, who are by definition unsheltered or at imminent risk of losing shelter, by providing street outreach as well as a walk-in center. The City employs eight (8) Caseworkers and a Program Coordinator who are trained to engage and assess clients based on their individual needs and assets. The following strategies are employed:

Street Outreach Missions – Street outreach is conducted an average of four (4) times per week with missions scheduled at various times of the day to give staff the opportunity to locate homeless individuals. During these missions, staff engages potential clients and offer assistance including shelter and service referrals. Those accepting assistance are transported to the walk-in for further assessment and referral and/or placement in shelter, housing or intervention facilities. In addition, joint street outreach missions with the Miami Beach Police Department are held periodically throughout the month to increase interdepartmental collaboration and provide assistance and support to those most in need.

Police Referrals – Collaborative efforts with Police have been adopted empowering officers to offer homeless individuals with referrals to our office for assessment and assistance. These referrals help to create awareness for our program and extend outreach efforts providing continuous coverage throughout the City, 24 hours per day, seven (7) days per week.

Walk-In Assistance – The walk-in center operates five (5) days a week from 7:30 AM – 3:30 PM. The center is staffed to provide walk-in clients with access to a variety of services encompassing shelter, replacement identification documents, addiction services referrals, crisis referrals, and family reunification, among others. Services are identified via the intake process and managed through a care coordination process.

Assessments & Intake – Clients are guided through an intake process completing a Client Request for Services to identify needs and natural assets. The Request for Services is followed up with a one-on-one

interview with a Caseworker in order to identify the client's core areas of concern. These areas of concern are then discussed with the client to help create a collaborative action plan that supports the individual's efforts to end their homelessness.

Referrals - Once needs are identified, clients are connected to community-based resources for assistance through a formalized referral process that utilizes agencies within and beyond the Continuum of Care.

Addressing the emergency shelter and transitional housing needs of homeless persons

The City has established relationships with a variety of agencies within the Continuum of Care to provide access to emergency housing via the referral and placement process to improve client access to emergency shelter and transitional housing. Staff identifies the core needs of a homeless person and issues referrals to the agencies that best fit his/her need. In doing so, the City has established the following relationships with shelter providers:

- 30 City-funded beds at The Salvation Army for men, women, and children with Care Coordination provided by the agency to assist clients on their path to independence.
- 15 City-funded beds at the Miami Rescue Mission for men with Care Coordination provided by members of the City's Homeless Outreach Team to assist clients on their path to independence.
- 12 City-funded beds at Camillus House for men and women with Care Coordination provided by the agency to assist clients on their path to independence.
- 5 City-funded beds at the Lotus House for women and children with Care Coordination provided by the agency to assist clients on their path to independence.
- An additional 84 traditional shelter beds are made available at various shelters throughout Miami-Dade County via funding from the Miami-Dade County Homeless Trust.

Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: likely to become homeless after being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); and, receiving assistance from public or private agencies that

address housing, health, social services, employment, education, or youth needs

Individuals who are at imminent risk of losing their housing via eviction are offered emergency rent assistance through the Emergency Services program run by the Office of Community Services after undergoing the intake process and determine eligibility and sustainability after the initial assistance. Those who are at imminent risk of homelessness due to discharge from an institution or termination from a program are offered emergency shelter assistance after undergoing the intake process. Varying areas of concern are subsequently addressed during the intake process to help identify core needs that may prolong an individual's need for shelter. After an appropriate shelter referral is issued, the following services, offered in combination with the housing assistance, are provided as appropriate:

Identification Assistance – City assistance is provided to obtain birth certificates, immigration documents and Social Security cards in an effort to provide all required documentation needed to obtain a state-issued picture identification card subsequent and employment.

Family Reunification Assistance – City assistance in providing passage for one-way transportation services to those homeless persons who have family/friends in another community who are able and willing to provide shelter and support.

Medical Assistance – Through the referral process, individuals are guided to agencies that assist with medical and mental health evaluations for the purpose of diagnosis and care.

Employment Assistance – Referrals for employment training can be issued at intake or during the course of Care Coordination. The City has immediate job placement assistance for individuals who qualify through its partnership with Jewish Community Services of South Florida which provides on-site services two days per week.

Entitlement/Benefit Assistance – The City provides assistance via staff in the Homeless Outreach Team and the Office of Community Services to assist clients with the application for entitlements including Supplemental Nutrition Assistance Program and Medicaid, if eligible.

Money Management Assistance – As a main component of any successful transition from homelessness to permanent independent housing, referrals for financial management/budgeting assistance can be made to partnering agencies to ensure that assisted persons are prepared to successfully manage their financial wellbeing.

Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again

The acceptance of shelter facilitates the individual's journey to permanent housing. Once a person accepts services, the City places them in emergency shelter settings to begin the stabilization and Care Coordination process. The collaborative effort of both the Care Coordinator and Client to achieve successful permanent housing is set into motion to maintain sustained success and permanent-independent-housing. Options for low-income housing may not be limited to publicly assisted programs but rather an array of options to meet the individual's needs. The following resources may apply:

Veterans Administration (VA) Assistance - Veterans may access VA Assistance programs in the City once a week through its Caseworkers who are on-site to help guide homeless individuals through the emergency shelter process and into housing via VASH vouchers.

The 25 Cities Initiative – A recent addition to City resources is the 25 Cities Initiative, as adopted by the CoC, which aims to house all homeless Veterans by 2015 followed by homeless persons who are considered chronic and/or vulnerable by 2016. The federal initiative creates housing opportunities by joining agencies together to help create a bank of readily available housing. The individuals who are prioritized in the program are identified by the Vulnerability Index & Service Prioritization Decision Assistance Tool (VI-SPDAT) process which provides a score measuring the homeless individual's level of need by identifying his/her chronicity and/or vulnerability and likelihood to perish on the street.

Care Coordination - Most individuals transitioning out of homelessness will not produce enough income to live in fair market rate-based dwellings. In many instances, income sources such as Social Security, pensions, survivor's benefits, or minimum-wage employment may not provide enough stability to maintain traditional independent living arrangements. Through the Care Coordination process, individuals may identify alternative housing such as shared living arrangements, assisted living facilities, or all-inclusive efficiencies or rooms. Care Coordination provides the framework for assisted persons to access community support while following a care plan that is based on a client's strengths.

CR-30 - Public Housing 91.220(h); 91.320(j)

Actions taken to address the needs of public housing

Primary responsibility for public housing and resident initiatives rests with the Housing Authority of the City of Miami Beach (HACMB) and is reported separately in the HACMB's annual report to HUD.

Actions taken to encourage public housing residents to become more involved in management and participate in homeownership

The HACMB encourages public housing residents to participate in policy, procedure and program implementation and development through its Resident Advisory Board. The HACMB conducts a monthly Management/Resident meeting to encourage participation by its residents. The HACMB distributes a monthly newsletter to its public housing residents which contains relevant agency news and information on available community resources. Homeownership is not applicable as Rebecca Towers South is an elderly-designated rental development. The HACMB's Board of Commissioners includes a public housing resident as a member.

Actions taken to provide assistance to troubled PHAs

Not Applicable.

CR-35 - Other Actions 91.220(j)-(k); 91.320(i)-(j)

Actions taken to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment. 91.220 (j); 91.320 (i)

To help eliminate barriers to the development of affordable housing, the City has adopted certain policies that assist with the process:

- Expedited permitting process for affordable housing projects
- Reduced minimum unit size for affordable housing
- Reduction in parking space requirements for affordable housing

Actions taken to address obstacles to meeting underserved needs. 91.220(k); 91.320(j)

The City proactively engages in education and outreach efforts to inform its residents and community-at-large of resources to help the underserved in our community. Often the greatest obstacles to access services are the same concerns for which low-income residents seek assistance: 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 accessibility to services including:

- Miami Beach Service Partnership (a collaborative of community-based providers serving youth, families, and individuals)
- Committee on the Homeless
- Affordable Housing Advisory Committee
- Business outreach (targeting businesses impacted by homelessness)
- Improved internet web tools
- MB Magazine (sent quarterly to all City residents)

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 its 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.

Actions taken to reduce lead-based paint hazards. 91.220(k); 91.320(j)

The City seeks to reduce lead-based paint hazards by:

1. Assuring compliance with federal laws
2. Ensuring that residents are educated about the hazards via "Protect Your Family from Lead In Your Home brochure"

Actions taken to reduce the number of poverty-level families. 91.220(k); 91.320(j)

The City's economy relies on lower paying service-sector and seasonal tourism-oriented jobs. Many of these jobs are open to people with low skills and low educational attainment. In response to the Welfare Reform Act, the City of Miami Beach focused on the creation of secure, well-paying jobs to combat poverty. Examples of these efforts are reflected in the City's Living Wage Ordinance that requires any service contractor entering into a covered services contract with the City to pay all its employees, who provide services covered, the living wage rates approved by the City Commission. In addition, following HUD regulations, the current rehabilitation of the London House Apartments includes the prevailing wage provision for all the construction workers as well as all other capital projects completed or underway. Finally, the City through the Office of Community Services – Success University Program and the CDBG Public Services is funding a youth training and employment program offering additional income to extremely-low-to-low-income families by employing Miami Beach High School students who can now contribute to their families income reducing their poverty level. Implementation of these anti-poverty efforts remains a cooperative effort between the City, the local business community, community development agencies, nonprofit organizations, the City's designated CHDO, the Housing Authority of the City of Miami Beach, Inc., and other community-based organizations.

A major objective of the City's economic development activities is the stimulation of economic revitalization and job creation by facilitating business development and expansion, job creation/retention, encouraging private development through public support, and carrying out housing

and neighborhood revitalization. The development of convention-quality hotels is an economic development objective which is an example of business development that provides significant employment opportunities for persons entering the job market.

The purpose of this strategy is to link individuals and families to the programs and services available and to build upon existing anti-poverty program infrastructure. External factors that impact the economy will have an impact on the resources and programs available to move individuals towards economic self-sufficiency as well as jobs available. These factors can also have an impact on affordable housing. However, even with negative external factors, the overall goals, objectives and policies will remain the same as programs and activities are adapted to reflect market change. The City will continuously seek out opportunities to support or improve its anti-poverty strategy.

The City will also fund childcare, youth and senior programs to reduce the number of poverty-level families by removing barriers to income development.

Actions taken to develop institutional structure. 91.220(k); 91.320(j)

Although the City faced staff turnover, the City continued enhancing the processes and systems available to ensure compliance with U.S. HUD rules and regulations. The City improved technical assistance efforts to both sub-recipients and staff to address documentation, data collection, reporting and monitoring practices by providing accessible information, in-person support and mandatory trainings for subrecipients.

The City continues cross-training staff and the inclusion of other departments in project management to mitigate the risk associated with errors because of the lack of knowledge of compliance requirements.

We have realized several reforms that will carry forward including:

- Monthly IDIS reconciliation to ensure consistency and accuracy;
- Project checklists to ensure that we are collecting required documentation;
- Contract management workbooks for each grantee to submit monthly progress, financial and accomplishment reports, and
- Improved coordination of site visits and project monitoring.

These measures helped to improve the institutional structure and enhanced coordination for both staff and sub recipients enabling the City to administer federal grant funds in a compliant and efficient manner.

Actions taken to enhance coordination between public and private housing and social service agencies. 91.220(k); 91.320(j)

In an effort to enhance coordination between public and private housing and social services agencies, the City continued working with the Miami Beach Service Partnership (a collaborative of community-based providers serving youth, families and individuals) identifying applicants needs for services during the intake process. By sharing the client base, providers can identify additional services that could benefit applicants and make the correspondent referrals. The same applies to services offered through the Care Coordination process provided in shelters and among youth programs.

This year the City entered into an agreement with Saint Patrick’s Church, Helping Hands and Teen Job Corps., Inc. to provide emergency groceries to 39 households who were food insecure. The agreement included effort coordination among agencies in terms of purchase of groceries, storage, packing and delivering on a weekly basis to the households in need.

Identify actions taken to overcome the effects of any impediments identified in the jurisdictions analysis of impediments to fair housing choice. 91.520(a)

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. HOPE provides technical assistance to the City in meeting its requirement to affirmatively further Fair Housing City-wide, through education, outreach and counseling. 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 its 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 race, color, religion, national origin, sex, disability, familial status, age, marital status or sexual orientation. Service providers are similarly educated 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.

CR-40 - Monitoring 91.220 and 91.230

Describe the standards and procedures used to monitor activities carried out in furtherance of the plan and used to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the comprehensive planning requirements

The City continues to enhance the policies, procedures and systems available to ensure compliance with U.S. HUD rules and regulations. The City improved technical assistance efforts to both sub-recipients and staff to address documentation, data collection, reporting and monitoring practices.

The City continues cross-training staff and the inclusion of other departments in project management to mitigate the risk associated with errors because of the lack of knowledge of compliance requirements.

We have realized several reforms that will carry forward including:

- Monthly IDIS reconciliation to ensure consistency and accuracy;
- Project checklists to ensure that we are collecting required documentation;
- Contract management workbooks for each grantee to submit monthly progress, financial and accomplishment reports, and
- Improved coordination of site visits and project monitoring.

Citizen Participation Plan 91.105(d); 91.115(d)

Describe the efforts to provide citizens with reasonable notice and an opportunity to comment on performance reports.

The City issued a public comment notice for the period of November 26, 2015 through December 11, 2015. Staff also requested feedback from previously funded grantees asking directly how the City needs were being met by the funds awarded to their respective agencies. Information was posted on the on City's website as well.

CR-45 - CDBG 91.520(c)

Specify the nature of, and reasons for, any changes in the jurisdiction’s program objectives and indications of how the jurisdiction would change its programs as a result of its experiences.

During the past year, the City has realized opportunities for operational improvements as well as compliance among its sub-recipients. As a result of negative experiences with the City's historically primary sub-recipient, the City has embedded checks and balances to improve internal compliance. Further, it has expanded its efforts to reach more agencies within the community in hopes of broadening its housing development partner base. This is especially true with respect to the identification and cultivation of agencies that may become CHDOs. In addition, the City has reviewed its award patterns to ensure that investments yield the highest possible results in terms of outcomes rather than simply the number of awards. Finally, the City has promoted greater transparency in terms of engagement, reporting and recruitment of possible community-based partners in an effort to broaden its impact and truly infuse responsible community development practices.

Does this Jurisdiction have any open Brownfields Economic Development Initiative (BEDI) grants?	No
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[BEDI grantees] Describe accomplishments and program outcomes during the last year.

CR-50 - HOME 91.520(d)

Include the results of on-site inspections of affordable rental housing assisted under the program to determine compliance with housing codes and other applicable regulations

Please list those projects that should have been inspected on-site this program year based upon the schedule in §92.504(d). Indicate which of these were inspected and a summary of issues that were detected during the inspection. For those that were not inspected, please indicate the reason and how you will remedy the situation.

As reported in the FY 2013-2014 CAPER, the City initiated a major audit and investigation of the non-profit agency that was the primary recipient of HOME funds for many years. This was initiated because significant construction and financial irregularities were observed. The City suspended its funding of planned affordable housing projects and instead focused on the preservation of assets. The City's initial actions during FY 2013-2014 resulted in the City taking ownership of a 24-unit property that was scheduled for rehabilitation for affordable rental housing.

This historically significant property consists of two buildings; one 2-story building and one 3-story building; and is located on a primary transportation route in a very desirable location. Due to the current real estate market on Miami Beach, it is particularly difficult for larger families to find, and afford, multi-bedroom rental apartments. Therefore; the design for this property was developed with the intent of providing such apartment units. The smaller (2-story) building received a TCC in May 2015. Construction continues on the larger building, which requires greater interior demolition and the installation of various concrete and steel structural elements due to its poor condition. This building and the project overall will be completed in the summer of 2016. The City expects the low-and-moderate-income prospective tenants to find this property highly desirable based on the larger units, the quality finishes, and its location.

The audit and investigation of the non-profit are ongoing, and as a result the City has also taken ownership of four additional properties during FY 2014-2015. Three of the properties were already operational with tenants under lease agreements and represent sixty units of affordable rental housing. The fourth property previously consisted of sixty-six efficiency rental units, but will require a complete new design and rehabilitation and ensure that its rehabilitation complies with historic preservation guidelines.

To ensure proper servicing of the properties, the City increased staffing by hiring a Tenant Services Coordinator. Additionally, physical inspections of the properties have been performed to determine necessary repairs to ensure that the units provide a decent, safe, and sanitary living environment. Repairs should be completed during FY 2015-2016.

The audit and monitoring remains ongoing, as the City is pursuing the acquisition of additional property owned by the non-profit which currently provides 39 units of affordable rental housing.

**Provide an assessment of the jurisdiction's affirmative marketing actions for HOME units.
92.351(b)**

The City continues to address the marketing of HOME-assisted properties. The availability of rental units in the newly-acquired properties was advertised in the local newspaper, on the City's website, and through outreach to various community services agencies and the local agency that researches impediments, educates, and monitors with regard to fair housing.

All new contracts with HOME funds sub-recipients require a policy of affirmative marketing of its affordable properties.

Refer to IDIS reports to describe the amount and use of program income for projects, including the number of projects and owner and tenant characteristics

Not Applicable

**Describe other actions taken to foster and maintain affordable housing. 91.220(k) (STATES ONLY: Including the coordination of LIHTC with the development of affordable housing).
91.320(j)**

As reported in the FY 2013-2014 CAPER, the City restructured the department that is responsible for administering the affordable housing and community development activities, which is now known as the Office of Housing and Community Services. During FY 2014-2015 efforts continued to be made to refine the alignment of Housing and CD with the delivery of community services and public services. Also, newly-established policies and procedures for monitoring and accountability have been refined to promote optimum performance.

As anticipated, the City's acquisition of the affordable housing properties has increased the ability to control the successful outcomes of the operation, management, and sustainability of affordable housing.