

A Multi-Dimensional View from the Streets: Understanding Homelessness in Miami Beach

Understanding the human behavior behind the social dilemma and exploring practical solutions

MIAMIBEACH

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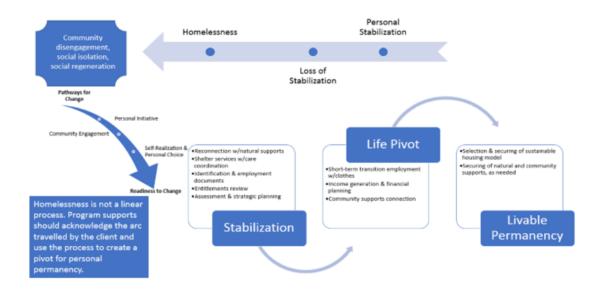
Homelessness is not an intractable problem... but we must start addressing its causes and not its symptoms if we seek its solution.

Executive Summary

A Much-Needed Perspective on the Problem

Homelessness has been defined as many things including intractable, unsolvable and the bane of many a community. However, this narrative has long drawn on limited perspectives, an absence of data that allows us to know who the homeless are and the absence of a game plan that engages all community stakeholders whose own behavior influences the problem.

This report will define the problem, identify community assets and provide a strategic plan that addresses the problem within a constitutional framework and tempered by humanity and compassion. We will introduce the homeless model below that seeks to explain the manifestation of homelessness and the action steps to reverse course.



Understanding What Homelessness Is

One of the greatest challenges in addressing any significant problem is defining the problem within context (how it exists) and identifying and harnessing the available resources to solve the problem ethically, equitably, efficiently, and effectively regardless of changing economic conditions. Herein, the process flow for homelessness is provided as are the strategies that

More than 15% of Americans live in poverty, including one in 5 children (22%), the highest rate in the industrialized world.

- Family Promise

understand that homelessness has more than one cause and manifests differently for each person affected.

Looking at the Data

The report will provide service data for shelter placements, relocations and other services provided in FY19/20 to the homeless in Miami Beach. It will also delve deeply into the demographics and population characteristics of those homeless persons who sought relocation services (also known as family reunification) to better understand the population as a whole.

Strategizing Our Collective Actions Going Forward

Finally, we will analyze different approaches to addressing homelessness and their respective costs. In a perfect world, the obvious answer is often the easiest answer but not necessarily the best answer. More so, much like an oncologist would not treat a skin cancer patient the same way he would treat a pancreatic cancer patient, not all homeless people experience homelessness the same way nor do they successfully exit homelessness through the same strategies.

"To let oneself be bound by a duty from the moment you see it approaching is part of the integrity that alone justifies responsibility."

 Dag Hammarskjöld, Economist & Secretary-General of the United Nations

Homelessness Defined

At first glance, it would seem obvious that homelessness is simply the absence of a home. However, in truth, the legal definition of homelessness has evolved over time (with nuances that factored disabilities as a contributing factor) and is now come to be defined in the United States as a series of data points. The following is the definition of homelessness within the U.S. Code, Title 42, Chapter 119:

- An individual or family who lacks a fixed, regular, and adequate nighttime residence;
- An individual or family with a primary nighttime residence that is a public or private
 place not designed for or ordinarily used as a regular sleeping accommodation for
 human beings, including a car, park, abandoned building, bus or train station, airport,
 or camping ground;
- An individual or family living in a supervised publicly or privately operated shelter
 designated to provide temporary living arrangements (including hotels and motels paid
 for by Federal, State, or local government programs for low-income individuals or by
 charitable organizations, congregate shelters, and transitional housing);
- An individual or family who
 - Will imminently lose their housing, including housing they own, rent, or live in without paying rent, are sharing with others, and rooms in hotels or motels not paid for by Federal, State, or local government problems for low-income individuals or by charitable organizations, as evidenced by –
 - A court order resulting from an eviction action that notifies the individual or family that they must leave within 14 days;
 - The Individual or family having a primary nighttime residence that is a room in a hotel or motel and where they lack the resources necessary to reside there for more than 14 days; or
 - Credible evidence indicating that the owner or renter of the housing will not allow the individual or family to stay for more than 14 days, and any oral statement from an individual or family seeking homeless assistance that is found to be credible shall be considered credible evidence for purposes of this clause;
 - Has no subsequent residence identified; and
 - Lacks the resources or support networks needed to obtain other permanent housing; and

25% of America's homeless suffer from serious mental illness.

Mental IllnessPolicy.org

- Unaccompanied youth and homeless families with children and youth defined as homeless under other Federal statutes who –
 - Have experienced a long-term period without living independently in permanent housing,
 - Have experienced persistent instability as measured by frequent moves over such period, and
 - Can be expected to continue in such status for an extended period of time because of chronic disabilities, chronic physical health or mental health conditions, substance addiction, histories of domestic violence or childhood abuse, the presence of a child or youth with a disability, or multiple barriers to employment.

Notwithstanding any other provision of this section, the Secretary shall consider to be homeless any individual or family who is fleeing, or is attempting to flee, domestic violence, dating violence, sexual assault, stalking, or other dangerous or life-threatening conditions in the individual's or family's current housing situation, including where the health and safety of children are jeopardized, and who have no other residence and lack the resources or support networks to obtain other permanent housing.

That is quite a definition – all 453 words. Despite this lengthy definition, many a homeless person will respond that they are not homeless as they prefer to be seen as vagabonds, travelers or other such labels that remove the negative connation of "home*less*". Having said this, the practical definition can be simplified for the purposes of reviewing homelessness in our community to:

- People who lack a fixed, habitable place to live because they do not have the resources or wherewithal to obtain and maintain housing on their own;
- People who lack a fixed, habitable place to live because they do not have the
 resources or wherewithal and suffer from a mental health condition that impedes
 their ability to obtain and maintain housing on their own; and
- People lack a fixed, habitable place to live because they do not adhere to social mores and the conventional social expectations of obtaining and maintaining a home on their own.

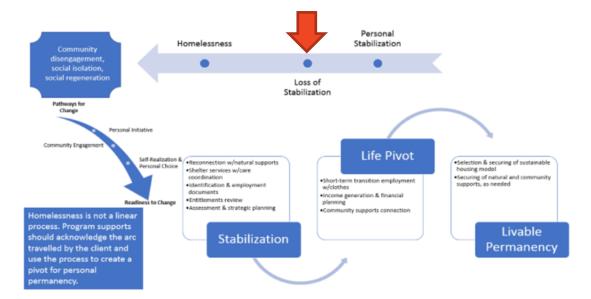
We can agree that homelessness occurs when a person (or family) does not have a fixed, habitable place to live either because he/she can't afford it, suffers from mental illness that

"The only way we succeed as a group is not simply following directions, but in keeping each other accountable for our actions."

- A.J. Darkholme, Poet

undercuts his/her ability to obtain and keep housing or when a person chooses an alternative lifestyle that eschews the traditional expectation of work and independently sustaining housing. While there is plenty of room to disagree as to what obligation the community has to respond to each of these groups, the path to homelessness, while not universal, follows a pattern of low community cohesion (few positive relationships, low social engagement, poor access to services) and limited personal supports (unemployment, few financial assets, emotional and mental health challenges) and can be complicated by a weak economy, addiction and criminality, among other factors.

Homelessness results when the supports and protective factors that keep a person stably housed are missing resulting in a loss of personal stabilization that pulls the person away from a housed social model to a freefall from community ties/institutions and, finally, the person living on the streets.



Rarely is homelessness the result of any one event or circumstance. For instance, the loss of a job does not in and of itself equate to an eviction but rather the absence of savings and a social safety net contribute, in conjunction with the loss of income, to prevent the eviction and the subsequent onset of homelessness. Similarly, addiction or mental illness in and of themselves do not cause homelessness as demonstrated by the hundreds of thousands of people who suffer from addiction and mental health concerns but remain housed and engaged

- Family Promise

in the community. Addiction and mental illness become the gateway to homelessness when left untreated and the remaining supports (family, friends, job) are lost.

More so, 40% of Americans are one lost paycheck from being homeless according to a report by Prosperity Now. A survey by Charles Schwab estimates the actual number can be as high as 59% of Americans being one check away from being on the streets. Last year, Career Builder published a study noting that 78% of Americans live paycheck to paycheck and 3 in 4 workers reported being in debt. It is crucial to understand how many people are at-risk of homelessness to then vet strategies which, when coupled with existing resources, can provide the most pragmatic, cost-effective and sustainable solution to a problem that runs the risk of exploding to levels of need not seen since the Great Depression of 1929.

There are a variety of protective factors that serve to promote stable housing and personal success --- and just as many risk factors that jeopardize both:

Protective Factors

- Living Wages
- Resiliency Skills
- Positive Relationships
- Strong Social Supports (including family & friends)
- Positive Self-Esteem
- Good Mental, Physical, Spiritual and Emotional Health
- Personal Resilience

- Poverty
- Addiction & Drug Availability
- Poor or Weak Interpersonal Relationships
- Poor Mental, Physical, Spiritual and Emotional Health
- Negative Self-Esteem
- Anti-social Behaviors
- Trauma

Risk Factcors

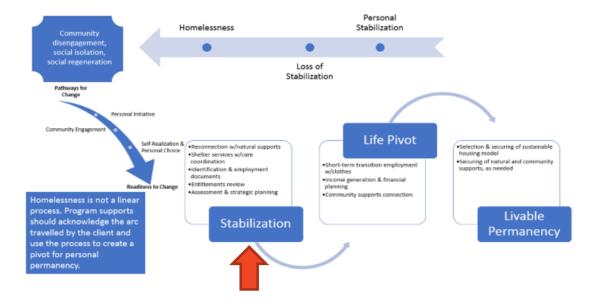
More so, homelessness should be seen as a process as it is not an isolated event but rather the culmination of a variety of factors that conspired to jeopardize housing. The goal should be to holistically assess the path that lead to homelessness – as while there are many experiences that bind all who are homeless, their individual journeys are unique and particular

"When we meet real tragedy in life, we can react in two ways — either by losing hope and falling into self-destructive habits, or by using the challenge to find our inner strength.

- Dalai Lama

resulting in personal responsibility and self-reliance (even when social supports are needed).

to their life experiences and personal protective and risk factors. More so, cultural and social influences, even within the same family, can manifest differently for each person. Respecting the individuality and uniqueness of all persons experiencing homelessness can lead to Care Plans that devise actionable steps that are unique to their life experiences and personal assets while fostering the culture for community inclusion and cohesion going forward. This is part of the stabilization that leads to the precursor of a life pivot that manifests as altered behavior



Prior to achieving personal responsibility and self-reliance, each person must make the life pivot ameliorating-- if not rejecting -- the past that fostered the conditions that lead to homelessness including addiction, mental illness, social isolation, unemployment, poor social skills, etc. While an abundance of government and charitable resources exist to address an individual's causes for homelessness (and subsequent behaviors), only the individual can sustain self-reliance and independent housing when he/she acknowledges the need for the life pivot and follow through with personal action.

There are a variety of external and personal factors that will further influence a person's ability to achieve livable permanency. Our fast-changing society, economy and technology have provided significant challenges for many:

There are an estimated 553,742 people in the United States experiencing homelessness on any given night. This represents a rate of approximately 17 people experiencing homelessness per every 10,000 people in the general population.

www.whitehouse.gov

- According to DoSomething.org, 1.2 million students drop-out of high school each year.
 According to the Bureau of Labor Statistics, the employment-population ratio among those with less than a high school graduation was 44.6% compared to 72.3 % for those with at least a bachelor's degree.
- According to the Centers for Disease Control and Prevention (CDC), 22% of adults in the United States have some type of disability and the highest percentage of people with disabilities generally live in Southern states (Alabama, Mississippi and Tennessee are the highest).
- According to the Center on Budget and Policy Priorities, the average Social Security benefit in June 2020 was about \$1,514 per month or about 40% of a worker's past earnings.
- According to Freddie Mac, Miami is the most rent-burdened city in America. The
 average rent for a studio apartment in Miami Beach is \$1,250 (a decrease of 4%
 compared to last year), according to zumper.com.
- According to the Center on Budget and Policy Priorities, the average Supplemental Nutrition Assistance Program (SNAP) benefit is \$125 per month or \$1.39 per meal.
- According to the June unemployment report released by the Bureau of Labor Statistics, 18 million Americans were out of work and 30 million Americans were claiming unemployment benefits.
- According to the Addiction Center, 21 million Americans have at least one addiction yet only 10% are receiving treatment.
- According to the US Census, "baby boomers are aging alone more than any other generation in US history." About 8 million people over the age of 50 lack a spouse, partner or close family. (Source: American Enterprise Institute)
- According to the Pew Research Center, 73% of American adults say the gap between rich and poor will grow wider by 2050. Forty-four percent expect the living standard to get worse.

All of the previous statistics represent a sampling of influencing factors that can lead to homelessness as well as represent factors that can influence the design and implementation of a Care Plan that provides a homeless person the road map to leave homelessness and embrace self-sustenance and personal stability. Understanding each person's risk and protective factors is central to devising a Care Plan that allows each to navigate their lives through asset-driven approaches. Care Plans should seek to build on protective factors to

The Ninth Circuit
Court of Appeals
ruled that cities
can't criminalize
people for
camping or
sleeping in public
without any place
to go.

(Martin v. City of Boise)

mitigate or overcome risk factors that jeopardize the health, wellbeing and stability of those seeking to end their personal homelessness.

Who are the homeless? More than "550,000 Americans experience homelessness on a typical night and 1.4 million will spend some time in a shelter in a given year according to *The Washington Post*. The report continues stating that "date shows that men, black Americans, the mentally ill, domestic violence survivors, substance abusers and veterans all experience homelessness at higher rates."

In Miami Beach, 1,222 people self-identifying as homeless visited the City at some point in FY 19/20. The vast majority of these people arrived homeless from other jurisdictions, stayed for a while and then left on their own. Using an in-depth analysis of those persons who accessed the City's assistance to relocate from Miami Beach to any of the 48 contiguous states, we have been able to identify several characteristics about the homeless:

- ♦ 89% of Miami Beach's homeless population arrived homeless to our City
- ♦ 85% of the City's homeless population have a criminal history
- ♦ 82.34 days is the average length of stay for homeless people visiting our City
- ♦ 53% of the City's homeless population has experienced repeated episodes of homelessness
- ◆ 39% of the City's homeless population have been arrested for violent crimes
- ♦ 37% of those who requested relocation services by the City actually returned to their place of origin (their last location prior to arrival to Miami Beach)



- ♦ 26% of the City's homeless were also served in the City of Miami
- ♦ 18% accepted shelter in Miami-Dade County at some point during their homelessness
- ◆11.63 is the average number of arrests among this population
- ♦ 6% of the City's homeless had lived in the City at some point in their lives

The Pottinger Agreement was intended to decriminalize homelessness in the City of Miami by carving out enforcement protections for homeless persons committing life sustaining activities. The Agreement emanated from a federal court ruling that the Miami Police Department had engaged in behaviors that violated the Fourth and Eighth Amendment rights of homeless persons.

In 2019, the Federal District Court ruled many of the Pottinger stipulations were no longer warranted. These data sets provide a clearer picture of who is homeless in our City and the challenges the community faces in working to end their homelessness including:

- **Chronicity** (the frequency and length of homelessness episodes)
- Criminality (the frequency of arrests for non-Pottinger Settlement offenses)
- Mobility (the period of time remaining in a single place)
- Reluctance to accept shelter (which enables stability to commence Care Plan)

These challenges are critical because they underscore that the decisions and behaviors of our population have a direct correlation to their ongoing homelessness. Housing does not change behavior. More so, homelessness cannot be resolved unless the person who is homeless is prepared or capable of changing the behavior that fosters homelessness. This is a central issue in our community as the City expends considerable resources conducting proactive outreach to the homeless to offer services (including shelter and employment) as a means of preventing the commission of illegal behavior ostensibly done to survive (i.e. trespass, aggressive panhandling, drinking in public, etc.).

The City of Miami Beach employs a Homeless Outreach Team conducting street outreach to the City's homeless as well as operates the sole municipal homeless walk-in center in the county offering a variety of services including:

- Emergency shelter (using 3 different shelters: Camillus House, The Salvation Army, and Miami Rescue Mission)
- Care Coordination (a specialized case managing process that emphasizes protective factors and leverages personal, community and natural support assets to reinforce client objectives)
- **Identification document replacement** (including birth certificates, driver's licenses, work permits, vital certificates, and Commercial Driver's Licenses, among others)
- **Employment** (short-term employment that provides a living wage, new work and interview clothes, and job placement assistance)
- Addiction services (including outpatient services when in-patient services are unavailable)
- Referral services to specialized human services (including mental health, medical care, and community support services)
- Reunification services (providing transportation to family and friends agreeing to accept and house the client upon arrival)

"We have come dangerously close to accepting the homeless situation as a problem that we just can't solve."

– Linda Lingle,

Governor of Hawaii

- ACCESS Florida services (including Supplemental Nutrition Assistance Program,
 Temporary Aid for Needy Families, and disability benefits)
- Down payment/Rent deposit assistance (providing own payment for eligible new homeowners and rent and security deposits for clients transitioning from shelter to selfsustaining independent rental housing)

The City has also created a specialized enforcement unit of the Miami Beach Police

Department that has adopted an approach that de-emphasizes traditional policing roles to

promote court-based interventions and treatment and have been empowered to make direct
shelter placements as an alternative to arrest in compliance with its Standard Operating

Procedure 106 which is Pottinger compliant.

Under the initial framework of the settlement agreement for the Pottinger vs. City of Miami case in 1998, there were a variety of "life-sustaining" crimes that a homeless person could engage in as a result of their homelessness including trespassing in parks after hours, camping, and urinating in public, as examples. Under the agreement's original intent, homeless persons committing these crimes could not be arrested unless the police first made a bona fide offer of shelter as an alternative. The arrest could only proceed if the person declined the bona fide offer of shelter. Subsequently, most of the protections included in the 1998 settlement were rescinded by the presiding judge in 2019. That being said, the Miami Beach Police Department complied with Pottinger when it updated its SOP 106 in 2014 and continues to operate under this framework today.

While there is verbose definition of homelessness in the United States Code, the issue remains: if a homeless person declines the offer of shelter and services to end his/her homelessness, *is he/she homeless and subject to protections offered as a protected class?*

Why is this a relevant question?

If a person is trespassing or using a public asset for an unintended purpose (i.e. using a passive park for overnight camping) and is offered shelter as an alternative to arrest but declines shelter, the person is *choosing* to remain homeless. This is in stark contrast to other "protected classes" that cannot change what inherently makes them a member of the class through personal choice. This has been a recurring issue as the City has made substantial efforts to offer shelter and services throughout the years with an enhanced effort during the COVID-19 pandemic. The City has emphasized the proactive and voluntary offer of help to

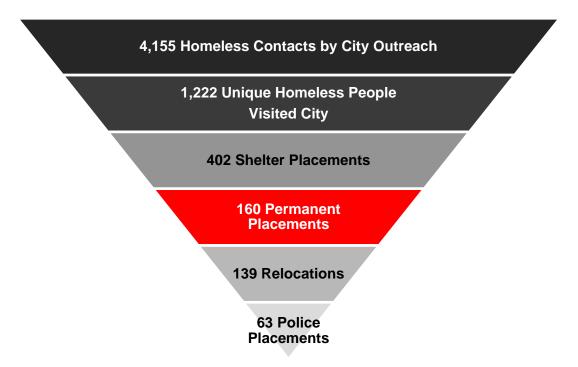
The City expends \$1.4 million per year providing street outreach, shelter, relocation, and other services to help the homeless leave the streets.

homeless persons to avoid the situation that arises when a homeless person claims he/she is violating the law because of his/her inherent lack of housing option.

To this end, the City conducts proactive street outreach using a variety of assets including:

- Homeless Outreach Team (which includes formerly homeless persons)
- Faith Outreach Team (comprised of clergy as oftentimes what a homeless person needs is not necessarily provided by a human services provider or law enforcement)
- Peer Leader Outreach (the City employs homeless persons who have transitioned to shelter from the streets as peer engagers to convince others to do the same)
- Police Homeless Unit (dedicated unit lead by a sergeant to specialize in encounters involving homeless persons)

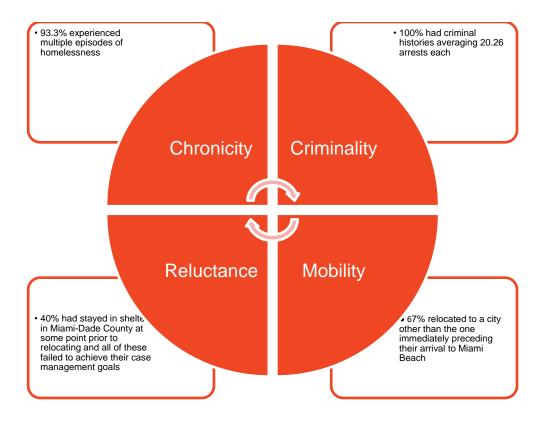
The City has provided a variety of services – including throughout the pandemic – to homeless persons in our City. The following diagram places the in context the City's efforts in relation to exited homelessness is far less than the number self-identifying as such despite these resources:



We conducted an analysis of those homeless persons who obtained relocation services from the City over the past two years. Our goal was to better understand the population through a "Restoring responsibility and accountability is essential to the economic and fiscal health of our nation. "

- Carl Levin, US Senator

sub-group of the population for whom we are able to collect the greatest amount of available, verifiable data. We identified the top 5% (15 individuals) of those receiving relocation services who spent the greatest amount of time homeless in our community prior to be being relocated (an average of 687.6 days) as they would be most representative of the City's permanent homeless community. Here is what we found:

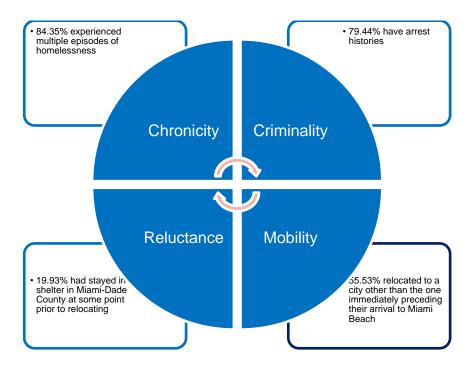


The data clearly demonstrates that the homeless population in our community experience repeated episodes of homeless, have extensive involvement in the criminal justice system, tend to move from city to city (thereby not connecting to the community in a way to form reciprocal cohesion) and were reluctant to accept shelter and supports to address (end) their personal homelessness.

When we expanded the data review for all 326 homeless clients relocated during the past two years, we found:

People who are chronically homeless have experienced homelessness for at least a year or repeatedly while struggling with a disabling condition such as a serious mental illness. substance abuse disorder, or physical disability. -

National Alliance to End Homelessness



In summary, the data helps to identify specific attributes of our homeless population that enable a broader and more profound understanding that can serve as the foundation to devise effective strategies to respond to homelessness within our community including:

- Homelessness is typically achieved elsewhere prior to relocation to Miami Beach;
- Criminality is a common behavioral occurrence (that can undermine employment and housing opportunities which are central to ending homelessness);
- The homeless population is quite mobile reflected, not only by their migration into the City but, also their subsequent willingness to move on to unchartered locales; and
- The population is reluctant to accept services including shelter, employment and support services – making it challenging to expect a quick transition from the streets to independence and, more importantly, requiring more supports and longer intervention than a person who is willing and prepared to rapidly rehouse after becoming homeless.

The United States Interagency Council on Homelessness lists these solutions to end homelessness:

- Housing
- Integrate health care
- Build career pathways
- Foster education connections
- Strengthen crisis response systems
- Reduce criminal justice involvement
- Build partnerships
- Prevent homelessness

Strategies to End Homelessness

There are as many strategies to end homelessness as there are ways to become homeless. All strategies require client buy-in and some level of resource to achieve success. The most distinctive variance among strategies is the level of community investment and the length of time that supports are required to achieve the desired outcome. Much like any other successful process analysis, homeless strategies should be evaluated through a variety of lenses that factor the many dimensions of implementation including:

- Policy (and its alignment with community mores and laws)
- Economics (the cost to the taxpayer and the individual)
- Cultural competence (to ensure that people are treated respectfully)
- Equity (so that all people of the same class or condition are treated the same)
- Efficacy (efforts result in the desired outcomes)
- Efficiency (the practical implementation of strategies to achieve desired outcomes)
- Sustainability (the ability to ensure that what is promised can be delivered consistently)
- Universal application (ability to be applied to all members of the targeted population equally)

Shelter to Work Model

The Shelter to Work model presumes that a homeless person just needs a job and an opportunity to "get on their feet." The model provides shelter and meals but leaves the securing of employment to the client. Typically, shelter stays are less than 90 days.

<u>Analysis</u>: This model, which is a congregate care environment, does not provide supports nor does it afford an opportunity to connect the client to services that will quicken stability and ensure a transition to independence. Ninety days may be too short a period of time for someone to make a successful transition. More so, the client may not have enough time to amass sufficient savings to transition to independent housing. Recidivism (return to homelessness) is likely in this model.

<u>Cost</u>: While shelter costs vary, the typical shelter cost for meals and bed only are about \$19.14 in the Miami-Dade County market. As such, a 90-day stay will cost about \$1,722.60 per client served.

Without connections to care, homeless people cycle in and out of hospital emergency departments and inpatient beds, detox programs, jails, prisons, and psychiatric institutions. Some studies have found that a chronically homeless person costs taxpayers as much as \$50,000 per year.

- United States Interagency Council on Homelessness

Case Management Model

The traditional case management model begins when the client accepts shelter and is assigned a case worker (typically located at the shelter) to "manage the clients path through the shelter experience" and will refer the client to a variety of community-based resources including: job training and placement, medical and mental health services, and housing, as examples.

Analysis: This model expands the Shelter to Work Model by adding a case manager to help guide the client through a variety of resources the client needs to seek independence. This case manager will also help if the client has a disability and needs to apply for federal benefits which can be a drawn and complicated process. An additional asset in this model is the use of the case manager to motivate the client and provide emotional support through the experience. Clients are expected to transition to permanent housing in about 90 days and may be eligible for funds to assist with the deposits associated with acquiring independent (market rate) housing.

<u>Cost</u>: The typical shelter cost is about \$45 per day. However, as in the case of The Salvation Army, the true cost is subsidized by the shelter's charitable mission (its contribution) and the City cost is actually \$33.02 per day. The case management fee is built into the bed costs. As such, the typical cost per client is \$2,972 - 4,050 excluding rent assistance.

Transitional Housing Model

A transitional housing model presumes that the homeless client will need a period of time to adjust to independence. The client may be started in a shelter for up to 60 days to establish connections to ongoing supports (including benefits and medical supports) and is then transitioned into a temporary housing model where he stays for up to two years paying a portion of his household income (typically 30%) to defray rental costs. This model originated as a means of serving those with mental illness who needed a support structure to then be mainstreamed into the community.

Cost: Aside from the shelter costs (\$1,981 – 2,700) and about \$3,360 annually for case management services (assuming a caseload of 15 clients), the bulk of the costs are in the form of the housing subsidy. Using the latest zumper.com estimate for a studio apartment in Miami Beach of \$1,250 per month or an annual subsidy \$10,471. The client's contribution (typically

"There is an expiry date on blaming your parents for steering you in the wrong direction; the moment you are old enough to take the wheel, responsibility lies with you."

- J.K. Rowling

derived from Social Security benefits that average about \$1,258 monthly) will be about \$377.40 per month.

Shelter Costs	Supportive Case Management ¹	Rent Subsidy ¹	Total
\$1,981 – 2,700	\$6,720	\$20,942	\$29,646 - 30,362

1- The Supportive Case Management Services and rent subsidy are provided for up to 2 years.

Supportive Housing Model

A supportive housing model presumes that the client needs ongoing support in order to remain housed. Supportive housing models typically operate from multi-family buildings but can be operated in a scattered site model. The client will enter the system via emergency shelter for assessment and onboarding and is then transitioned to a subsidized housing unit. The unit will be the anchor for support services and case management to ensure the client is accessing benefits and care as appropriate. The bulk of the operational costs are incurred in case management services and housing subsidy which continue until the client dies or is transitioned out of the program for other reasons (non-compliance or program transfer). This program has an indefinite cost estimate as it is contingent on the length of client stay.

Shelter Costs	Case Management ¹	Rent Subsidy ¹	Total
\$1,981 – 2,700	\$3,360	\$10,471	\$15,812 < until client exits through voluntary exit, death or non-compliance

¹⁻ The Case Management Services and rent subsidy are provided for as long as the client remains compliant.

Rapid Re-Housing Model

The Rapid Re-Housing Model is most often used to re-house a family who just became homeless. The housing subsidy is typically for up to 6 months. While this model works best when the household is employed so that housing affordability can be determined, it is not practical for households without income or who may be pending benefits unless the unit obtained can be sustained independently once the subsidy is withdrawn.

This model limits the trauma of homelessness and avoids shelter altogether. It is a humanistic way to serve a household that would otherwise be housed except for a temporary loss of

"Good law includes a commitment to transparency and an insistence that no person or entity with a conflict of interest should have influence on public policy decisions."

- Paul Romer, World Bank income or traumatic event (fire, domestic violence, etc.). Some programs will begin to taper the value of the subsidy after the third month so that the household assumes full housing costs by the seventh month. This model works when housing affordable to the household is secured so as to reduce the possibility of returning to homelessness.

According to rentcafe.com, the average rent in North Beach, where many of our low- and moderate-income households with children live, the average rent is \$1,836 per month. A typical Rapid Re-Housing intervention would cost:

Housing Subsidy ¹	Utility Subsidy ¹	Total
\$1,836 up to 6 months	\$150 up to 6 months	Up to \$11,916

1 – The estimate presumes full value of subsidy for all 6 months

Housing First Model

A tremendous amount of attention has been afforded the Housing First Model because it literally takes a person off the streets and places them into housing. However, as housing and mental health practitioners can attest: housing in and of itself does not alter behavior. This model, which is typically used for chronically homeless persons with a disabling condition, is built on the premise that, if you provide housing, the client will be inclined to accept supportive services and will acclimate to normalcy once housing is provided.

There are several contradictory issues and ongoing concerns that challenge Housing First:

- Approach If homelessness is the disease we seek to solve, the scientific approach
 would argue that you must address the *cause* (mental illness, criminality, social
 isolationism, etc.) of the disease and not its *symptom* (homelessness) if you wish to
 achieve a permanent cure.
- 2. **Equity** This approach is currently reserved for chronically homeless persons with a disabling condition. It is cost is prohibitive to be applied on a broader scale.
- 3. Human Opportunity Cost This model does not encourage a client to contribute his full potential to his own stability but rather drives the process from a position that a client is unable to do for himself and must be provided with housing without expectation. Unlike other service models which place the onus of a client's success on the client, this model doesn't promote personal investment or accountability at its core.
- 4. **Ethical Dilemma** This model does not require a client who is abusing drugs/alcohol or engaging in risky behaviors to stop either before, after or during receipt of housing

"In the long run, we shape our lives, and we shape ourselves. The process never ends until we die. And the choices we make are ultimately our own responsibility."

- Eleanor Roosevelt

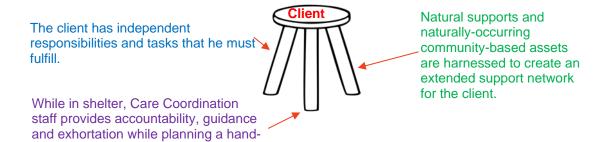
- that is oftentimes paid in whole or in part by government dollars. The client receives housing with practically no strings as he can refuse recommended counseling, medical treatment or remain unemployed and can still receive the housing subsidy. Unlike a Housing Choice Voucher or similar housing subsidy that is offered to the population at large, Housing First clients can violate the law and still retain their housing subsidy. More so, as was stated at a recent Committee on the Homeless meeting by a long-time practitioner of the Continuum of Care, "Housing does not change behaviors."
- 5. Cost Housing First, as its name implies, front loads the cost of the housing subsidy as its greatest expense. However, like transitional and supportive housing models, a case manager is assigned to check in on the client and offer supports (even if the client repeatedly declines). Once a client is accepted, the expectation is that the housing subsidy typically remains until the client dies or voluntarily leaves the program.

Case Management	Rent Subsidy	Total
\$3,360 p/year	\$10,471	\$13,831 annually < Client dies or leaves program

Care Coordination Model

The Care Coordination Model is anchored in empowering the client to drive the process of his independence and personal success with the goal of exiting homelessness and preventing a return to the streets. The model offers initial support and guidance and connects the client to community supports outside the homeless Continuum of Care so that a client who encounters hardships does not return to homelessness to retrace his steps to success. The is a universal model that promotes community cohesion, accountability and the (identification and) strengthening of natural supports.

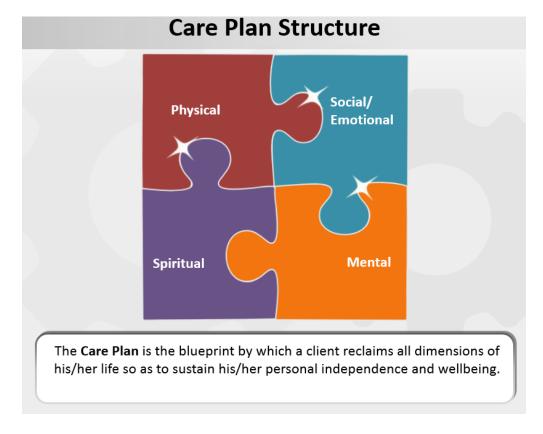
The process is anchored on the premise that natural assets and community cohesion are central to success by offering support to an independent client. Think of this approach like a stool with each leg offering support to the client who maintains independence throughout.



Despite more than \$1.2 billion being spent on homelessness in Los Angeles County alone – roughly \$20,000 per homeless person – homelessness will almost certainly worsen in the coming years.

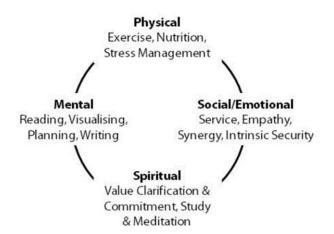
- Hoover Institution

This process is memorialized for each client through a Care Plan that recognizes the uniqueness of each individual and views them as multi-dimensional beings with the right for self-determination and membership and responsibility to the community-at-large:



Most case management plans look like this:

off to community-based assets



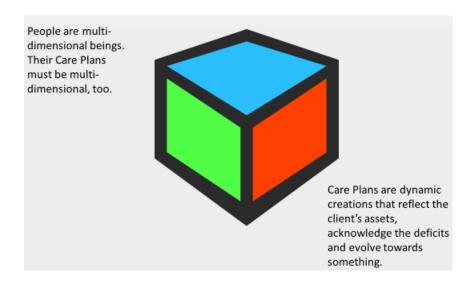
The elements that make us unique and human are seen collectively and not afforded their respective attention and value because they are consolidated as one.

"And so, my fellow Americans: ask not what your country can do for you – ask what you can do for your country.

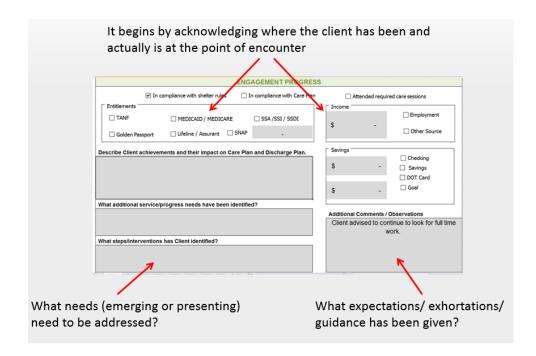
My fellow citizens of the world: ask not what America will do for you, but what together we can do for the freedom of man.

Finally, whether you are citizens of America or citizens of the world, ask of us the same high standards of strength and sacrifice which we ask of you. With a good conscience our only sure reward, with history the final judge of our deeds, let us go forth to lead the land we love, asking His

What we want it to look like is:



A Care Plan is a dynamic document that evolves as the client evolves to harness assets while addressing deficits such as lack of income, mental illness, and the absence of permanent housing, among many others. A client's Care Plan should never look the same week to week. It must reflect progress – even incrementally – as the absence of progress is a red flag that the client is failing. Care Coordination puts the burden of accountability on the client.



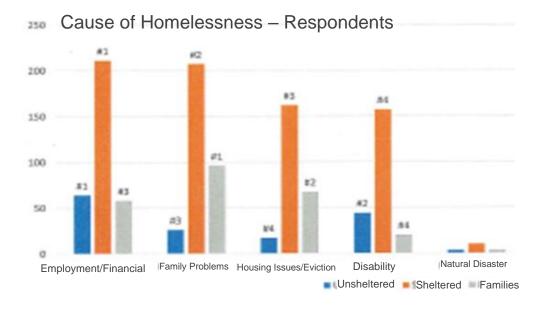


Give a man a fish and he will eat for a day. Teach a man to fish and you feed him for a lifetime.

What Can We Do to Address Homelessness

Homelessness impacts all aspects of our community and economy. As such, it requires the attention and action of all stakeholders to address. It also requires respecting and understanding the people we seek to help. In this regard, and in alignment with ethical and logical model frameworks, we should consider the causes of homelessness as defined by the homeless themselves to address the problem.

Each year, the Miami-Dade County Homeless Trust performs the Point-in-Time Survey that collects data directly from the county's sheltered and unsheltered homeless population. This year's survey asked respondents to identify the cause of their personal homelessness. Interestingly enough, the top two causes for the respondents' personal homelessness was employment/financial problems and family problems. Housing issues/eviction was third. This is logical as households need a source of income in order to sustain housing and housing is typically shared in conjunction with family/loved ones. This is especially important in clarifying that our goal as a community should be to address the **issues that impede an individual or household's ability to obtain and maintain their own housing.**



Some practical strategies include:

Empower the Homeless – Rather than pitying those who find themselves on the street, empower them to take charge of their lives and reconnect with their community for support.

Avoid the "handouts" and encourage the "hand-ups" that reaffirm the integrity of all human beings to shape their destiny, contribute to a free and just society, and self-responsibility as the key to personal freedom and independence.

Fund Programs with Accountability and Transparency – Programs to help the homeless should not replace the individual's contribution for sustenance and survival and should not offer indefinite support when resources are finite. Homelessness is a pervasive problem that is augmented in times of economic turmoil. Resources, too, fluctuate depending on economic and political conditions. Solutions to social problems should be effective, affordable, sustainable, and equitable to all who meet the need. Programs that favor one homeless person over another merely prolong homelessness in general and serve to grow the problem over time.

Promote Court Diversion Programs – Homeless people often find themselves on the wrong side of the law. As part of a broader understanding that homelessness is not a crime, homeless people arrested for crimes influenced by their hunger, need for shelter or illness should be provided an opportunity for diversion to help them seek employment, housing and restorative – rather than punitive – justice. These programs provide attention and support to end homelessness humanely while promoting the social good (including personal accountability) and the community fabric.

Discourage Panhandling – Panhandling discourages visitors, adversely impacts business and rarely solves a person's homelessness. Rather than scrounging for change at an intersection, residents should support those agency's working to house, employ and treat the homeless. Panhandlers should be directed to these community agencies for the shelter, sustenance, employment and help that they need.

Promote No Trespassing Programs – Human beings should not be forced to sleep in places not intended for human habitation. By discouraging trespassing, you are promoting use of homeless services including shelter, meals programs and mental health services that address the root causes of homelessness.

Ensure Housing Affordability is In Line with Prevailing Wages – Housing costs should reflect the local area economy. If low-paying jobs prevail, then the economy may need to subsidize housing options to retain workers. The alternative is to nurture industries with high-paying jobs so that market forces promote improved and abundant housing stock as well as home ownership.

Adhere to the Broken Window Policing Strategy – The broken windows theory is a criminological theory that states that visible signs of crime, anti-social behavior and civil disorder create an urban environment that encourages further crime and disorder. Local area homeless data shows a high level of criminality. Reducing opportunity may foster greater willingness to seek services and leave the streets.

Strengthen Section 3 Programs and Employ the Homeless – Efforts should be made to improve job training and employment programs that serve low income households and the homeless as employment is critically important for preventing and ending homelessness.

Strengthen Addiction and Mental Health Programs – Addiction and mental illness are synonymous with homelessness. Expand and make accessible critical treatment services before a people lose their jobs, families and homes. Its not only the most practical solution it is also the most humane.

Employ the Principles of Ethical Decision Making – The five principles, autonomy, justice, beneficence, nonmaleficence and fidelity are each absolute truths in and of themselves. By exploring community problems or their responses through the lens of these principles, more equitable and sustainable solutions can be achieved.

Resources for Expanded Learning

Coalition for the Homeless: www.coalitionforthehomeless.org

Hoover Institution: www.hoover.org

National Alliance to End Homelessness: www.endhomelessness.org

National Center of Family Homelessness: www.air.org

National Coalition for the Homeless: www.nationalhomeless.org
National Law Center on Homelessness and Poverty: www.nlchp.org
United States Department of Housing & Urban Development: www.hud.gov
United States Interagency Council on Homelessness: www.usich.gov

Residents of Miami Beach are encouraged to visit the Homeless Outreach Team and accompany the Team as they conduct street outreach or request the latest service statistics. *Knowledge is power and power can change lives*.

Homeless Outreach Team

A Division of the Office of Housing and Community Services

Office: 555 - 17th Street, Miami Beach, Florida 33139

Snail Mail: 1700 Convention Center Drive, Miami Beach, Florida 33139

E-mail: mariaruiz@miamibeacvhfl.gov

Call: 305-604-4663

Appendix – Process Models & Data Sets

Are You Ready? Cards

The City produces these informative cards so that residents who do not wish to provide money to panhandlers can instead direct them to our office for services including shelter, food and employment.



Business Recommendations

Businesses can tackle homelessness head-on while supporting and nurturing their own success. Here are some easy steps:

Step 1

Remove graffiti on your property within 24 hours.

Step 2

Post No Trespass signage and register with the Miami Beach Police for enforcement.

Step 3

Eliminate areas that encourage loitering or overnight sleeping.

Step 4

Secure your trash and recycling bins.

Step 5

Discourage customers from supporting panhandling and instead donate to local area charities providing services to the homeless.

Step 6

Use bright lights and cameras to discourage unapproved use of your property.

Step 7

Employ Crime Prevention Through Environmental Design (CPTED) to facilitate police monitoring.

Step 8

Lock all gates and open areas at night.

Step 9

Offer employment opportunities to local area homeless through the City's Homeless Walk-In Center.

Step 10

Secure all water spigots and electrical outlets to prevent unauthorized use.

Step 11

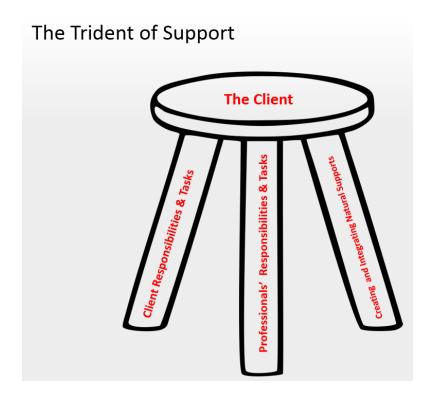
Report illegal and risky behavior to police including:

- Loitering
- Indecent exposure
- Drinking in public
- Disturbing the peace
- Unlicensed peddling
- Graffiti
- Disturbing the peace

- Trespassing
- Aggressive panhandling
- Camping
- Impeding the public right of way
- · Criminal mischief
- Shopping cart theft
- Imminent threat to one's self or others

Care Coordination – An Integrated and Self-Sustaining Model

Step 1: Overview



The goal is to empower the individual to do for themselves while providing supports when needed at the beginning of his journey from the streets and connecting him firmly with the community for ongoing supports.

Step 2: The Individual's Role



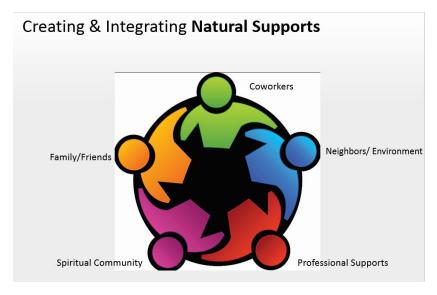
The individual's role and expectations are clearly defined and communicated. The client is held accountable every step of the way.





The role of the Care Coordinator is to guide the process, encourage the individual, know the resources available and hold the client accountable to his plan for independent success.

Step 4: Integrating the Individual to Community and Natural Supports



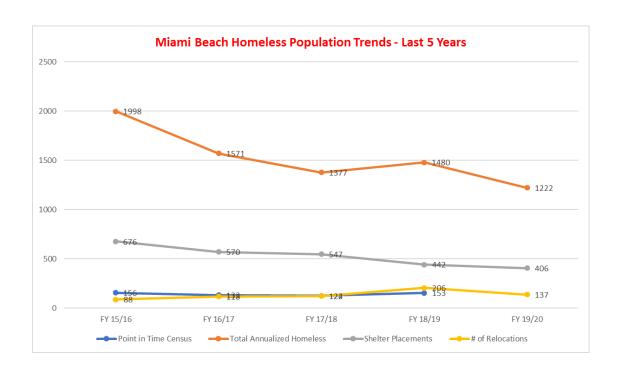
The key that drives this process is integrating the individual into the community and building bonds that will provide "natural support" so that the individual never regresses to homelessness and isolation.

The Care Plan - The Roadmap Map Back to Community



City Homeless Data

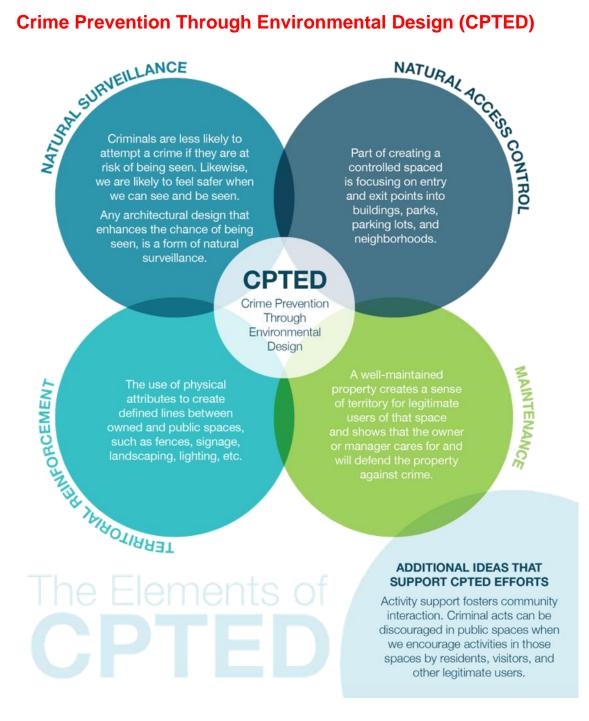
	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Point in Time Census	156	133	124	153	123
Total Annualized Homeless	1,998	1,571	1,377	1,480	1,222
Shelter Placements	676	570	547	442	406
# of Relocations	88	118	122	206	137



City of Miami Beach Services for the Homeless

Services	Objective
	Engage the homeless on the streets, in libraries, and houses of worship
Sirect Concaon	and avail them to services to end their personal homelessness; engages
	formerly homeless, faith leaders and mental health providers
Walk-In center	Physical location enabling the homeless to access help at their
	convenience
	Each Friday from 9:30am to noon, outreach staff are at the Miami Beach
	Regional Library to offer all the services available through the walk-in
	center in a less-threatenino locale
Sheller heds	Providing short-term housing to enable homeless clients the ability to
alleller beub	access services and employment to end their personal homelessness
Care coordination	Strengths-based case management that supports individualized care
	plan designed for client independence and sustainable housing
	Replace birth certificates, identification cards, work permits, etc. to
	enable employment and apolication for entitlements and housing
	Provides a 32-hours paid employment experience and new work and
	Interview clothes for people transitioning from the streets to shelter and
	easing back into the workforce
	In-house job training and placement services for those seeking
	employment
amily/friends reunification	Reconnects a homeless person to natural supports who are willing and
	able to provide stability and a fresh start. The city provides bus
	transportation within the contiguous 48 states and provides gift card for
	food purchases during travel
	Provides security and/or down payment assistance to homeless clients
	who have established a sustainable income source that can support
	Independent housing
ransportation (transit passes)	Connecting homeless clients to day services and detoxification care
	On-site application for state-managed entitlements including
	Supplemental Nutrition Assistance Program and LifeLink cell phone
	providing clients a running start to stabilization and then employment
Client advocacy with Social Security	For clients entitled to disability, retirement or survivors benefits,
Administration	advocacy provides much-needed support and guidance through a
	complicated, burdensome process
	Vulnerable populations, such as the homeless, are often victims of wage
dvocacy and enforcement	theft and poor child support enforcement and are unfamiliar with the
	avenues available to reclaim what they have rightfully earned or are
	entitled to
Criminal records expungement	Arrests are a common experience for many homeless. Expunging these
	records can eliminate a barrier that prevents gainful employment which,
	In turn, can lead to independence
azarus Program outreach	in turn, can lead to independence Targeted mental health outreach for mentally III, chronically homeless
-	In turn, can lead to independence Targeted mental health outreach for mentally III, chronically homeless adults in conjunction with Camillus House
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ree tax preparation services /witrol Treatment	In turn, can lead to independence Targeted mental health outreach for mentally III, chronically homeless adults in conjunction with Camillus House For low-income wage earners, the annual tax refund check is a fresh financial start. With free tax preparation services, homeless clients can access this personal resource and reposition themselves for independence (oftentimes in conjunction with the city's rent assistance program) In partnership with Miamil Beach Community Health Center, the initiative

Crime Prevention Through Environmental Design (CPTED)



For more information, visit www.cpted.net

The City's Chronic Homeless Population

Our Core 64:

A 3-Year Effort to Reduce Homelessness

The Mission

In July 2015, the City Manager directed staff to identify and target the top 64 homeless residents based on service complaints and expended resources. This effort spurred various actions including:

- · A working committee comprised of Homeless Outreach and Police staff
- Periodic progress meetings between both departments
- Targeted engagement by both departments to engage these individuals and commit additional resources
- Longitudinal tracking of these 64 individuals through outreach, arrest, referrals and County HMIS records



The 64 individuals were selected in July 2015 based on chronicity and service complaints registered via police referrals, outreach contacts and resident-driven service complaints. These individuals overwhelmingly male:

56 Males (88%) 8 Females (12%)

The gender demographics for our 2017 Point-in-Time Census (the last census for which full demographic data is available) had somewhat similar percentages:

99 Males (74%) 24 Females (18%)

The average age of these individuals is 56.6 years of age.

Where Are They Now?



The City's Chronic Homeless Population (continued)

Pottinger-Protected Behavior

The Pottinger settlement created protections for homeless people committing specific life-sustaining misdemeanors. Police must offer shelter as an alternative to arrest in these instances.

42% of the Core 64 have been arrested for Pottinger-protected offenses.

These offenses include:

- Camping
- * Park After Hours
- Loitering
- * Public Urination/Defecation
- * Trespassing on Public Property





Non-Protected Criminal Behavior

97% of the Core 64 have been arrested for offenses not offered protection under Pottinger including:

- Arson
- Assault
- Battery
- Burglary
- Cocaine Possession
- Drinking in Public
- Property Destruction
- Criminal Mischief

- · Grand Theft
- Petit Theft
- Petit Larceny
- · Disorderly Intoxication
- Robbery
- · Possession w/Intent to Sell
- Domestic Violence

75% of the Core 64 have multiple arrests of 2 or more criminal violations including violent offenses, property primes and drug/alcohol offenses.

56% have been arrested for violent crimes; 63% for property crimes

After 3 Years, Where Are the Core 64?

- The City has provided shelter to 77% of the Core 64.
- 73% of those sheltered by the City were placed in shelter multiple times.
- 14% of the Core 64 had acquired permanent housing but subsequently lost it.
- 23% of the Core 64 have received engagement and/or homeless services in the City of Miami.



Committee on the Homeless – History of Recommendations

Recommendation	Date	Status
Urge the City Commission to permanently refund Lazarus Program	10/13/2020	Pending
Urge City Commission to explore every feasible avenue, to continue the feeding of Homeless, without any lapses, any interruptions, by exploring different mediums, including but not limited to: food cards from different locations, and food trucks offering pre-packaged meals for faster and safer distribution	7/22/2020	No Commission Action
Urge City Commission to support administration's efforts to support local residents with economic and housing assistance during the COVID-19 crisis and we encourage the continued support for local residents who have been economically Impacted and will continue to be for some time, in our tourist based economy. All efforts to ensure our local residents do not become homeless is a priority we support and encourage.	6/12/2020	Accepted by Commission
Encourage the City Commission to continue to fund food cards for the homeless for an additional 30 days.	6/12/2020	Approved by Commission
Urge the City Commission to prioritize homeless services as essential services and keep funding at its current levels	6/12/2020	Accepted by Commission
Encourages the Commission to relocate the Homeless Outreach Walk-in Center to the Customer Service Center located on the first floor of 1755 Meridian Avenue as the best-suited location of those identified by the Administration	2/13/2020	No Action Taken
The Committee supports the following motions approved by the Finance & Economic Resiliency Committee to:	1/16/2020	1. Not Heard.
Support a permanent location for the Homeless Outreach team with the goal of a hybrid mobile and fixed location.		
2) Support the cleanup of 63rd Street encampment (located under the DOT bridge)		2. Accepted (Completed Prior to Commission Meeting)

 3) Support the 4 programs identified by FERC for funding consideration: A) more outreach teams in field B) Lazarus program expanded from pilot. C) Increase Homeless Trust allocation with housing first pilot consideration. D) More funding for Marchman beds (as determined by Miami Beach Police) 		3.A. No Action.3.B. No Action.3.C. No Action4.D. No Action (beds were funded in prior fiscal year)
Encourage the City Commission to fund additional homeless missions by the Miami Beach Police Department subject to the recommendation of the Police Department.	1/16/2020	No Action.
Urge the Mayor and Commission that priority be given to finding space and facilities to enable the Homeless Outreach Team staff to do their work.	12/13/2019	No Action.
Urges the Mayor and Commission explore the collection of donations to benefit the homeless through the City's parking payment program.	3/15/2019	No Action.
Urge the City Manager to dismiss the 30-day wait for people who are homeless for the first time at the discretion of city staff.	3/15/2019	No Action.
Urge the Mayor and Commission to uphold the City's panhandling ordinance as currently drafted	9/12/2018	No Action.
Requests that the Mayor and Commission eliminate pending court costs as a factor of consideration in the relocation of homeless persons.	7/11/2018	No Action (The City Manager approves the relocation of any person with open court cases/fees.)
Requests that the Mayor and Commission ensure that persons certified as Miami Beach residents are prioritized in the use of the 10 Section 8 housing vouchers awarded to the Housing Authority of the City of Miami Beach for use with formerly homeless persons and ensuring collaboration with the City's Homeless Outreach Office.	7/11/2018	No Action.
Encourage the Mayor and Commission to fund a one-year pilot project implemented by Camillus House to serve 10 chronically homeless, mentally ill homeless residents of the City of Miami Beach through its Project Lazarus Program at a cost of \$91,572.	4/11/2018	Accepted and Approved.

Requests that the Mayor and Commission provide a second shift extending service hours for the Homeless Outreach Office to 12am.	7/26/2017	No Action.
The Committee on the Homeless hereby recommends unaninmously: 1. Relocate the Homeless Outreach Office for the health of staff because of mold conditions in the 555 building to be able to serve the community; and 2. Provide adequate staff to ensure that the office remains open during business hours 7:30am to 3:30pm.	6/2/2017	No Action. (1. Office was temporarily relocated to Pennsylvania Avenue garage.) (2. Office's operating hours were 7:30am – noon, pm to 3:30pm.)
Reaffirms the Committee's prior recommendation to the City Commission that package liquor sales be allowed no earlier than 10am citywide. However, if the Commission opts to change the time, the Committee recommends that the purchase time be no earlier than 10am in the MXE district in support of the Police Department's recommendation.	3/24/2017	Accepted.

Historical Point-in-Time Homeless Census Counts Miami-Dade County

MIAMI-DADE COUNTY	Miami Homeless Assistance Programs	Formerly Douglas Gardens 4/03 City of Miami Beach (Miami	Formerly Metatherapy Institute Outreach-Camillus (South of Kendall Dr.) 12/05 (DHS Homeless Assistance	Formerly DHS Homeless Assistance Programs (balance of County)8/09 (City of	
Outreach Providers	(City of Miami)	Beach)	Programs) 8/09 (City of	Miami)	Subtotal
1992* Apr. 1997/Count # 1	1013	152	735	261	6000 2161
Number of Teams	7	2	5	4	18
Oct. 1997/Count # 2	874	116	795	353	2138
Number of Teams Feb. 1998/Count # 3	8 623	2 159	5 809	5 812	20 2403
Number of Teams	9	2	5	8	24
Oct. 1998/Count # 4	737	111	819	823	2490
Number of Teams Apr. 2000/Count # 7	6 838	1 132	5 324	8 443	20 1737
Number of Teams	8	2	4	9	23
Nov. 2000/Count # 8	822	314	378	627	2141
Number of Teams Jun. 2001/Count # 9	8 1157	2 277	4 353	9 817	23 2604
Number of Teams	8	3	3	9	23
Nov. 2001/Count # 10	867	281	432	421	2001
Number of Teams Apr. 2002/Count # 11	926	255	3 209	10 704	2094
Number of Teams	9	3	3	10	25
Nov. 2002/Count # 12 Number of Teams	980	310 3	173 3	497	1960 25
Apr. 2003/Count # 13	1152	301	283	478	2214
Number of Teams	9	3	3	10	25
Dec. 2003/Count # 14 Number of Teams	945 10	304 4	308	674	2231
Apr. 2004/Count # 15	827	259	169	727	1982
Number of Teams	10	4	3	10	27
Jan. 2005/ Count #16 Number of Teams	759 10	239 4	106 4	885 11	1989 29
Sept. 2005/ Count #17	738	336	228	995	2297
Number of Teams	10	5	3	11	29
Jan. 2006/ Count #17 Number of Teams	748 10	218 4	176 4	612 10	1754 28
July. 2006/ Count #18	849	270	433	630	2182
Number of Teams	10	4	4	9	27
Jan. 2007/ Count #19 Number of Teams	447 10	173 3	246 4	514 9	1380 26
July. 2007/ Count #20	613	254	261	555	1683
Number of Teams Jan. 2008/ Count #21	10 514	98	4 193	9 542	27 1347
Number of Teams	9	4	4	9	26
Jan. 2009/ Count #22	411	141	112	330	994
Number of Teams Aug. 2009/ Count #23	9 674	232	3 85	7 98	23 1089
Number of Teams	9	4	3	7	23
Jan. 2010/ Count #24	512 9	149 4	65 3	33 7	759 23
Number of Teams Sept. 2010/ Count #25	499	196	81	71	847
Number of Teams	9	4	5	8	26
Jan. 2011/ Count #26 Number of Teams	487 9	177 5	58	67 10	789 29
June. 2011/ Count #27	534	218	51	95	898
Number of Teams	9	6	5	10	30
Jan. 2012/ Count #28 Number of Teams	535 9	173 5	72 5	88 10	868 29
Aug. 2012/ Count #29	514	186	56	138	894
Number of Teams Jan. 2013/ Count #30	9 511	5 138	5 66	10 124	29 839
Number of Teams	9	7	5	10	31
Aug. 2013/ Count #31	582	106	64	96	848
Number of Teams Jan. 2014/ Count #32	9 577	4 122	5 71	10 70	28 840
Number of Teams	9	4	5	10	28
Aug. 2014/ Count #33	487 9	156 4	43	106	792
Number of Teams Jan. 2015/ Count #34	616	193	5 61	10 137	28 1007
Number of Teams	9	4	5	10	28
Aug. 2015/ Count #35 Number of Teams	667 9	196 4	75 5	129 10	1067 28
Jan. 2016/ Count #36	640	156	68	118	982
Number of Teams	9	4	5	10	28
Aug. 2016/ Count #37 Number of Teams	669 9	208 4	68 5	181 10	1126 28
Jan. 2017/ Count #38	609	133	119	150	1011
Number of Teams	9 706	4 143	5 85	10 199	28 1133
Aug. 2017 / Count 39 Number of Teams	9	4	5	10	28
Jan. 2018 / Count 40	665	124	85	156	1030
Number of Teams Aug. 2018 / Count 41	9 631	4 183	5 75	10 216	28 1105
Number of Teams	9	4	5	10	28
Jan. 2019 / Count 42	638	153	84	133	1008
Number of Teams Jan. 2020 / Count 43	9 654	7 123	5 94	10 149	31 1020
Number of Teams	9	7	5	10	31
*Estimated number based or **1999 counts not used due					
			nt presence in all teams, 23 addit	ional volunteers, and 2 ad	ditional teams as

****Multiplier eliminated, Census methodologies standardized with law enforcement presence in all teams, 23 additional volunteers, and 2 additional teams a Dade area (1 Camillus and 1 DHS).

City of Miami Beach and County Results Comparison 2019-20

MIAMI-DADE HOMELESS COUNTY COMPARISON: JA	TRUST CENS				
INSHELTERED HOMELESS COUNT	# ON 1/24/19	# ON 1/23/20	Difference +/-	%	
City of Miami-City of Miami, City Limits	638	654	16	3%	
City of Miami Beach- Miami Beach	153	123	-30	-20%	
Miami-Dade County-South Dade, South of Kendall Drive to Monroe County Line	84				
Miami-Dade County- Unincorporated Miami-Dade County, North of Kendall Drive to Broward County Line	133	149	16	12%	
Subtotal- # of UNSHELTERED Homeless:	1008	1020	12	1%	
SHELTERED HOMELESS COUNT	# ON 1/24/19	# ON 1/23/20	Difference +/-	%	
Total Homeless in Emergency Shelter	1,719	1,762	43	3%	
Emergency Weather Placements	0	0	0	0%	
Hotel/Motel	111	236	125	113%	
Total Homeless in Transitional Housing	597	515	-82	-14%	
Safe Haven	37	27	-10	-27%	
Subtotal-SHELTERED Homeless:	2464	2540	76	3%	
TOTAL - SHELTERED AND UNSHELTERED HOMELESS:	3472	3560	88	3%	
There was a 3% (n=88) overall increase in home 2019 PIT counts. The unshelter		-		20 and	
the sheltered coun	t increased 3%	(n=22).			
MIAMI-DADE COUNTY HOMELESS TRUST	# ON -	1/24/19	# ON 1/23	/20	
Weather Conditions:		s, High in the upper 0's	Scattered Shower	s, High ir	

2020 Point-in-Time Survey & iCount Results

Responses Snapshot

1012 persons surveyed N=55 youth ages 18-24 (5%)

N=624 persons age 25-54 (62%) N=333 persons age 55 and older (33%)

N=766 Singles (20% unsheltered) N=191 Families

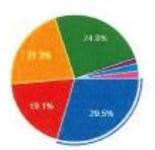


Top survey locations

64% Emergency Shelter 15% Transitional Housing 10% unsheltered



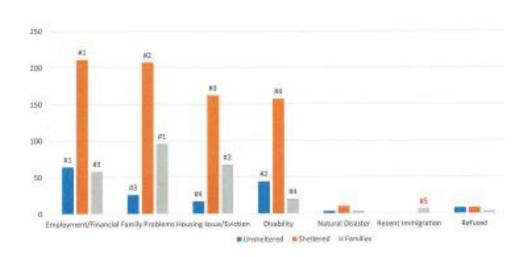
- · #1 Employment Financial Reasons
- #2 Family Problems
- · #3 Disability
- · #4 Housing Issues/Eviction



- Employment/financial reasons
- Housing Issues/eviction
- Medical/substance apuse/disability
- problems
- Family problems
- Natural/other disasters
- Recent immigration
- Refused to answer

2020 Point-in-Time Survey & iCount Results (continued)

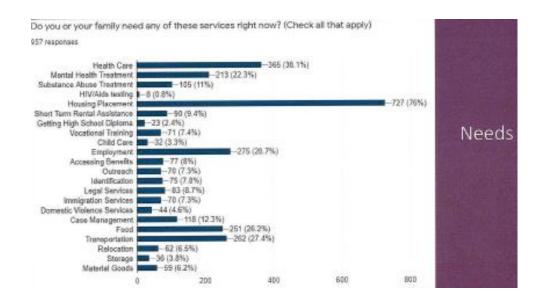
Cause of homelessness



Top responses to new questions

- Trauma: Experienced OR Witnessed
 - None (N=334)
 - Physical Assault (N=252)
 - 3. Domestic Violence (N=245)
- · Why are you not in shelter
 - Refused to answer (23%)
 - They are full (12%)
 - I chose not :o be (11%)
- Reasons for those who chose not to be in shelter
 - Refused to answer (24%)
 - 2. Too many rules (3%)
 - I had a bad experience (3%)
- · What issues have you encountered trying to access services
 - 1. Lack of transportation (32%)
 - No issues (30%)
 - Did not have proper ID (13%)

2020 Point-in-Time Survey & iCount Results (continued)



Court Interventions to Address Addiction, Mental Illness

Baker Act

Baker Act is another name for the Florida Mental Health Act, Chapter 394, Part I, F.S. It is intended to protect the rights of all individuals examined or treated for mental illness in Florida.

It provides legal procedures for mental health examination and treatment, including voluntary admission, involuntary examination, involuntary inpatient placement, and involuntary outpatient placement.

The Baker Act also regulates crisis stabilization units (CSU's) and short-term residential facilities.

Marchman Act

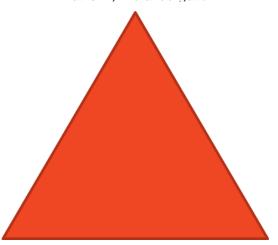
The criteria for involuntary admission is:

- "There is good faith reason to believe the person is substance abuse impaired and, because of such impairment:
- 1. Has lost the power of self-control with respect to substance use; AND EITHER

 2a. [is likely to inflict harm upon themselves or others OR
- b. Is in need of addiction services and his or her judgment has been so impaired that the person is incapable of seeking such help

The Ethical Triangle

Principles: "Act as if the maxim of your action was to become a universal law of nature." What rules exist? What is my moral obligation?



Consequences: "Do what produces the greatest good for the greatest number."

What gives the best bang for the buck? Who wins and loses?

Virtues: Golden Rule: "Do to others what you would have them do to you." What would Mom think? What if my actions show up on the front page?

Source: Ethical Decision Making: Using the Ethical Triangle by Dr. Jack D. Kem

Habitual Misdemeanor Offenders Law

§775.0837 Habitual misdemeanor offenders.—

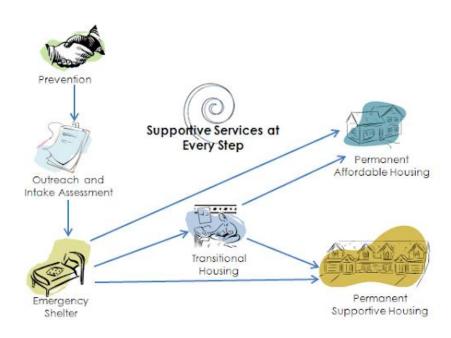
- (1) As used in this section, the term:
- (a) "Convicted" means a determination of guilt which is the result of a trial or the entry of a plea of guilty or nolo contendere, regardless of whether adjudication is withheld.
- (b) "Habitual misdemeanor offender" means a defendant who is before the court for sentencing for a specified misdemeanor offense and who has previously been convicted, as an adult, of four or more specified misdemeanor offenses which meet the following criteria:
- 1. The offenses, in relation to each other and the misdemeanor before the court for sentencing, are separate offenses that are not part of the same criminal transaction or episode.
- 2. The offenses were committed within 1 year of the date that the misdemeanor before the court for sentencing was committed.
- (c) "Specified misdemeanor offense" means those misdemeanor offenses described in chapter 741, chapter 784, chapter 790, chapter 796, chapter 800, chapter 806, chapter 810, chapter 812, chapter 817, chapter 831, chapter 832, chapter 843, chapter 856, chapter 893, or chapter 901.
- (d) "Imprisonment" means incarceration in a county jail operated by the county or a private vendor.
- (2) If the court finds that a defendant before the court for sentencing for a misdemeanor is a habitual misdemeanor offender, the court shall, unless the court makes a finding that an alternative disposition is in the best interests of the community and defendant, sentence the defendant as a habitual misdemeanor offender and impose one of the following sentences:
- (a) A term of imprisonment of not less than 6 months, but not to exceed 1 year;
- (b) Commitment to a residential treatment program for not less than 6 months, but not to exceed 364 days, provided that the treatment program is operated by the county or a private vendor with which the county has contracted to operate such program, or by a private vendor under contract with the state or licensed by the state to operate such program, and provided that any referral to a residential treatment facility is in accordance with the assessment criteria for residential treatment established by the Department of Children and Families, and that residential treatment beds are available or other community-based treatment program or a combination of residential and community-based program; or
- (c) Detention for not less than 6 months, but not to exceed 364 days, to a designated residence, if the detention is supervised or monitored by the county or by a private vendor with which the county has contracted to supervise or monitor the detention.

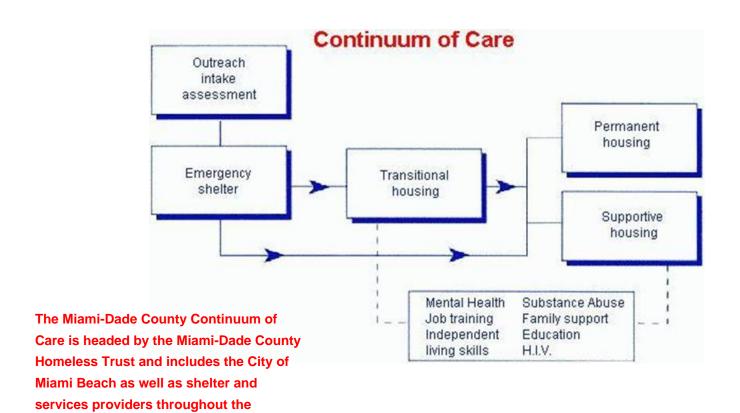
The court may not sentence a defendant under this subsection if the misdemeanor offense before the court for sentencing has been reclassified as a felony as a result of any prior qualifying misdemeanor.

History.—s. 1, ch. 2004-348; s. 295, ch. 2014-19.

County.

Housing Continuum





Housing First Financial Analysis

		Average Housing		Public Subsidy	Annual Public
Year	Average Income	Contribution	Rent Cost	(housing only)	Subsidy
1	\$ 733.00	\$ 219.90	\$ 1,150.00	\$ 930.10	\$ 11,161.20
2	\$ 754.99	\$ 226.50	\$ 1,184.50	\$ 958.00	\$ 11,496.04
3	\$ 777.64	\$ 233.29	\$ 1,220.04	\$ 986.74	\$ 11,840.92
4	\$ 800.97	\$ 240.29	\$ 1,256.64	\$ 1,016.35	\$ 12,196.14
5	\$ 825.00	\$ 247.50	\$ 1,294.34	\$ 1,046.84	\$ 12,562.03
6	\$ 849.75	\$ 254.92	\$ 1,333.17	\$ 1,078.24	\$ 12,938.89
7	\$ 875.24	\$ 262.57	\$ 1,373.16	\$ 1,110.59	\$ 13,327.06
8	\$ 901.50	\$ 270.45	\$ 1,414.35	\$ 1,143.91	\$ 13,726.87
9	\$ 928.54	\$ 278.56	\$ 1,456.79	\$ 1,178.22	\$ 14,138.67
10	\$ 956.40	\$ 286.92	\$ 1,500.49	\$ 1,213.57	\$ 14,562.83
11	\$ 985.09	\$ 295.53	\$ 1,545.50	\$ 1,249.98	\$ 14,999.72
12	\$ 1,014.64	\$ 304.39	\$ 1,591.87	\$ 1,287.48	\$ 15,449.71
13	\$ 1,045.08	\$ 313.52	\$ 1,639.63	\$ 1,326.10	\$ 15,913.20
14	\$ 1,076.44	\$ 322.93	\$ 1,688.81	\$ 1,365.88	\$ 16,390.60
15	\$ 1,108.73	\$ 332.62	\$ 1,739.48	\$ 1,406.86	\$ 16,882.32
16	\$ 1,141.99	\$ 342.60	\$ 1,791.66	\$ 1,449.07	\$ 17,388.79
17	\$ 1,176.25	\$ 352.87	\$ 1,845.41	\$ 1,492.54	\$ 17,910.45
18	\$ 1,211.54	\$ 363.46	\$ 1,900.77	\$ 1,537.31	\$ 18,447.76
19	\$ 1,247.88	\$ 374.37	\$ 1,957.80	\$ 1,583.43	\$ 19,001.20
20	\$ 1,285.32	\$ 385.60	\$ 2,016.53	\$ 1,630.94	\$ 19,571.23
					\$ 299,905.62

Analysis presumes studio apartment in Miami Beach and 3% annual increases

Key Laws and Ordinances

Burglary & Trespass

§810.08 Trespass in structure or conveyance.—

- (1) Whoever, without being authorized, licensed, or invited, willfully enters or remains in any structure or conveyance, or, having been authorized, licensed, or invited, is warned by the owner or lessee of the premises, or by a person authorized by the owner or lessee, to depart and refuses to do so, commits the offense of trespass in a structure or conveyance.
- (2)(a) Except as otherwise provided in this subsection, trespass in a structure or conveyance is a misdemeanor of the second degree, punishable as provided in s. 775.082 or s. 775.083.
- (b) If there is a human being in the structure or conveyance at the time the offender trespassed, attempted to trespass, or was in the structure or conveyance, the trespass in a structure or conveyance is a misdemeanor of the first degree, punishable as provided in s. 775.082 or s. 775.083.
- (c) If the offender is armed with a firearm or other dangerous weapon, or arms himself or herself with such while in the structure or conveyance, the trespass in a structure or conveyance is a felony of the third degree, punishable as provided in s. 775.082, s. 775.083, or s. 775.084. Any owner or person authorized by the owner may, for prosecution purposes, take into custody and detain, in a reasonable manner, for a reasonable length of time, any person when he or she reasonably believes that a violation of this paragraph has been or is being committed, and he or she reasonably believes that the person to be taken into custody and detained has committed or is committing such violation. In the event a person is taken into custody, a law enforcement officer shall be called as soon as is practicable after the person has been taken into custody. The taking into custody and detention by such person, if done in compliance with the requirements of this paragraph, shall not render such person criminally or civilly liable for false arrest, false imprisonment, or unlawful detention.
- (3) As used in this section, the term "person authorized" means any owner or lessee, or his or her agent, or any law enforcement officer whose department has received written authorization from the owner or lessee, or his or her agent, to communicate an order to depart the property in the case of a threat to public safety or welfare.

History.—s. 34, ch. 74-383; s. 22, ch. 75-298; s. 2, ch. 76-46; s. 1, ch. 77-132; s. 33, ch. 88-381; s. 185, ch. 91-224; s. 1233, ch. 97-102; s. 4, ch. 2000-369.

Camping

Sec. 70-45. - Camping prohibited.

- (a)Definitions.
- (1) Camping means:
- a. Sleeping in a temporary shelter out-of-doors or otherwise being in a temporary shelter out-of-doors; or
- b. Cooking over an open flame or fire out-of-doors or utilizing non-city designated cooking facilities outdoor.
- (2) Public place means any public street, sidewalk, alley, or other public right-of-way, pedestrian mall, park, playground, beach, beach access or government-owned areas within the city.
- (b) Prohibited activities. It shall be unlawful for any person to engage in camping on any public place within the city unless specifically authorized for that purpose by the city manager or his designee.

- (c) Evidence of camping. Prior to enforcing a violation of this section, an officer must consider the following:
- (1) Simply being asleep in a public place is not sufficient to constitute a violation of this section; and
- (2) Camping must be taking place in a public place;
- (3) The person who is engaged in camping must be inside or covered with material which provides a temporary cover from the elements, including but not limited to, a tent, sleeping bag, hammock, or blankets, cots, beds, tarpaulins, newspapers, or cardboard; or, the person has built a campfire.
- (d) Enforcement and penalties. Any person who is observed engaged in camping in an unauthorized area shall vacate the public place upon the request of an authorized official or law enforcement officer. The willful refusal to vacate the area shall be punished in accordance with section 1-14 of this Code. If a law enforcement officer or other authorized official encounters a person engaged in camping who volunteers that he or she has no home or other permanent shelter, he or she must be given an opportunity to enter a homeless shelter or similar facility, if available. If no such facility is available, an arrest may not be made. (Ord. No. 2002-3353, § 1, 3-20-02)

Disorderly Intoxication

§856.011 Disorderly intoxication.—

- (1) No person in the state shall be intoxicated and endanger the safety of another person or property, and no person in the state shall be intoxicated or drink any alcoholic beverage in a public place or in or upon any public conveyance and cause a public disturbance.
- (2) Any person violating the provisions of this section shall be guilty of a misdemeanor of the second degree, punishable as provided in s. 775.082 or s. 775.083.
- (3) Any person who shall have been convicted or have forfeited collateral under the provisions of subsection (1) three times in the preceding 12 months shall be deemed a habitual offender and may be committed by the court to an appropriate treatment resource for a period of not more than 60 days. Any peace officer, in lieu of incarcerating an intoxicated person for violation of subsection (1), may take or send the intoxicated person to her or his home or to a public or private health facility, and the law enforcement officer may take reasonable measures to ascertain the commercial transportation used for such purposes is paid for by such person in advance. Any law enforcement officers so acting shall be considered as carrying out their official duty.

History.—s. 16A, ch. 71-132; s. 1383, ch. 97-102.

Drinking in Public

Sec. 70-87. - Consumption, service, sale and possession of open containers of alcoholic beverages on or in public places; warning signs required.

- (a) Violations.
- (1) It shall be unlawful for any person to consume, serve, sell or possess an open container of any alcoholic beverage on or in any public place within the city except in those areas as designated and approved for such use by the city manager or the city commission, including but not limited to the following:
- a. Sidewalk cafes having a valid city sidewalk cafe permit.
- b. Public property leased from the city by a private entity and licensed by the city for such use.

- c. Areas temporarily designated for such use by the city by the issuance of a valid special event permit.
- (2) The owner or operator of any package store or food store selling alcoholic beverages shall prominently post, on the outside of each entrance and on the inside of the main customer exit of each package store or food store selling alcoholic beverages, a sign with contrasting letters at least one-half inch tall, stating the following:

IT IS UNLAWFUL FOR ANY PERSON TO CONSUME, SELL, SERVE, OR POSSESS AN OPEN CONTAINER OF ANY ALCOHOLIC BEVERAGE ON/IN ANY PUBLIC PLACE, ALLEY, STREET, SIDEWALK, PARK, BEACH, OR OTHER SUCH PLACE WITHIN THE CITY OF MIAMI BEACH UNLESS DESIGNATED FOR SUCH PURPOSE BY THE CITY. VIOLATORS ARE SUBJECT TO CRIMINAL PROSECUTION.

Failure to post this sign shall be deemed a violation of this section. This sign shall be exempt from permit requirements of Chapter 138 of this Code.

(3) It shall be unlawful for any owner, operator, agent or employee of any alcoholic beverage establishment licensed to sell, serve or dispense beer, wine, liquor or any other alcoholic beverage within the city, to knowingly allow any person to take from the licensed premises any opened beer, wine, liquor or other alcoholic beverage container, or to knowingly allow any person to take from the licensed premises any glass, metal, plastic, or other open or unsealed container of beer, wine, liquor or any other alcoholic beverage or any mixture thereof.

(b) Penalties.

- (1) Any person convicted of a violation of subsection (a)(1) of this section shall be punished by imposition of a fine not to exceed \$50.00 or by imprisonment not to exceed 10 days, or both, for a first offense. Upon any subsequent conviction for violation of subsection (a)(1) of this section, such person shall be punished by imposition of a fine not to exceed \$300.00, or by imprisonment not to exceed 30 days, or both.
- (2) Subsections (a)(2) and (a)(3) of this section shall be prosecuted in the city's special master system and punished by a per diem fine of up to \$250.00 or \$500.00 for repeat violations as provided in chapter 30 of this Code. Any code inspector who has observed a violation of subsections (a)(2) or (a)(3) of this section shall issue a notice of violation to the operator and/or owner, as provided in chapter 30 of this Code, requiring compliance within 24 hours. (Code 1964, § 25-33.2; Ord. No. 95-2983, § 1, 4-5-95; Ord. No. 96-3042, § 1, 3-20-96; Ord. No. 99-3210, § 1, 10-6-99; Ord. No. 2000-3226-A, § 1, 1-26-00)

Loitering

§856.021 Loitering or prowling; penalty.—(1) It is unlawful for any person to loiter or prowl in a place, at a time or in a manner not usual for law-abiding individuals, under circumstances that warrant a justifiable and reasonable alarm or immediate concern for the safety of persons or property in the vicinity.

(2) Among the circumstances which may be considered in determining whether such alarm or immediate concern is warranted is the fact that the person takes flight upon appearance of a law enforcement officer, refuses to identify himself or herself, or manifestly endeavors to conceal himself or herself or any object. Unless flight by the person or other circumstance makes it impracticable, a law enforcement officer shall, prior to any arrest for an offense under this section, afford the person an opportunity to dispel any alarm or immediate concern which

would otherwise be warranted by requesting the person to identify himself or herself and explain his or her presence and conduct. No person shall be convicted of an offense under this section if the law enforcement officer did not comply with this procedure or if it appears at trial that the explanation given by the person is true and, if believed by the officer at the time, would have dispelled the alarm or immediate concern.

(3) Any person violating the provisions of this section shall be guilty of a misdemeanor of the second degree, punishable as provided in s. 775.082 or s. 775.083. History.—s. 1, ch. 72-133; s. 1384, ch. 97-102.

Marchman Act

§397.681 Involuntary petitions; general provisions; court jurisdiction and right to counsel.—(1) JURISDICTION.—The courts have jurisdiction of involuntary assessment and stabilization petitions and involuntary treatment petitions for substance abuse impaired persons, and such petitions must be filed with the clerk of the court in the county where the person is located. The chief judge may appoint a general or special magistrate to preside over all or part of the proceedings. The alleged impaired person is named as the respondent.

(2) RIGHT TO COUNSEL. - A respondent has the right to counsel at every stage of a proceeding relating to a petition for his or her involuntary assessment and a petition for his or her involuntary treatment for substance abuse impairment. A respondent who desires counsel and is unable to afford private counsel has the right to court-appointed counsel and to the benefits of s. 57.081. If the court believes that the respondent needs the assistance of counsel, the court shall appoint such counsel for the respondent without regard to the respondent's wishes. If the respondent is a minor not otherwise represented in the proceeding, the court shall immediately appoint a guardian ad litem to act on the minor's behalf. History.—s. 6, ch. 93-39; s. 745, ch. 95-148; s. 79, ch. 2004-11.

Sea Oats

§161.242 Harvesting of sea oats and sea grapes prohibited; possession prima facie evidence of violation.—

- (1) The purpose of this section is to protect the beaches and shores of the state from erosion by preserving natural vegetative cover to bind the sand.
- (2) It is unlawful for any purpose to cut, harvest, remove, or eradicate any of the grass commonly known as sea oats or Uniola paniculata and Coccolobis uvifera commonly known as sea grapes from any public land or from any private land without consent of the owner of such land or person having lawful possession thereof. Possession of either Uniola paniculata or Coccolobis uvifera by other than the owner of such land shall constitute prima facie evidence of violation of this section. However, licensed, certified nurserymen who grow any of the native plants listed in this section from seeds or by vegetative propagation are specifically permitted to sell these commercially grown plants and shall not be in violation of this section of the law if they do so, as it is the intent of the law to preserve and encourage the growth of these native plants which are rapidly disappearing from the state.

History.—s. 1, ch. 65-458; s. 1, ch. 67-150; s. 280, ch. 71-136; s. 1, ch. 71-153; s. 1, ch. 73-258; s. 16, ch. 85-234; s. 11, ch. 2000-197. Note.—Former s. 370.041.

Trespass

§810.09 Trespass on property other than structure or conveyance.—

- (1)(a) A person who, without being authorized, licensed, or invited, willfully enters upon or remains in any property other than a structure or conveyance:
- 1. As to which notice against entering or remaining is given, either by actual communication to the offender or by posting, fencing, or cultivation as described in s. 810.011; or
- 2. If the property is the unenclosed curtilage of a dwelling and the offender enters or remains with the intent to commit an offense thereon, other than the offense of trespass, commits the offense of trespass on property other than a structure or conveyance.
- (b) As used in this section, the term "unenclosed curtilage" means the unenclosed land or grounds, and any outbuildings, that are directly and intimately adjacent to and connected with the dwelling and necessary, convenient, and habitually used in connection with that dwelling. (2)(a) Except as provided in this subsection, trespass on property other than a structure or conveyance is a misdemeanor of the first degree, punishable as provided in s. 775.082 or s. 775.083.

§810.08 Trespass in structure or conveyance.—

- (1) Whoever, without being authorized, licensed, or invited, willfully enters or remains in any structure or conveyance, or, having been authorized, licensed, or invited, is warned by the owner or lessee of the premises, or by a person authorized by the owner or lessee, to depart and refuses to do so, commits the offense of trespass in a structure or conveyance.
- (2)(a) Except as otherwise provided in this subsection, trespass in a structure or conveyance is a misdemeanor of the second degree, punishable as provided in s. 775.082 or s. 775.083.
- (b) If there is a human being in the structure or conveyance at the time the offender trespassed, attempted to trespass, or was in the structure or conveyance, the trespass in a structure or conveyance is a misdemeanor of the first degree, punishable as provided in s. 775.082 or s. 775.083.

Problem-Oriented Policing Models

The Key Elements of Problem-Oriented Policing

- A problem is the basic unit of police work rather than a crime, a case, calls, or incidents.
- A problem is something that concerns or causes harm to citizens, not just the police.
 Things that concern only police officers are important, but they are not problems in this sense of the term.
- Addressing problems means more than quick fixes: it means dealing with conditions that create problems.
- Police officers must routinely and systematically analyze problems before trying to solve them, just as they routinely and systematically investigate crimes before making an arrest. Individual officers and the department as a whole must develop routines and systems for analyzing problems.
- The analysis of problems must be thorough even though it may not need to be complicated. This principle is as true for problem analysis as it is for criminal investigation.
- Problems must be described precisely and accurately and broken down into specific aspects of the problem. Problems often aren't what they first appear to be.
- Problems must be understood in terms of the various interests at stake. Individuals
 and groups of people are affected in different ways by a problem and have different
 ideas about what should be done about the problem.
- The way the problem is currently being handled must be understood and the limits of effectiveness must be openly acknowledged in order to come up with a better response.
- Initially, any and all possible responses to a problem should be considered so as not to cut short potentially effective responses. Suggested responses should follow from what is learned during the analysis. They should not be limited to, nor rule out, the use of arrest.
- The police must pro-actively try to solve problems rather than just react to the harmful consequences of problems.
- The police department must increase police officers' freedom to make or participate in important decisions. At the same time, officers must be accountable for their decision-making.
- The effectiveness of new responses must be evaluated so these results can be shared with other police officers and so the department can systematically learn what does and does not work. (Michael Scott and Herman Goldstein 1988.)

The concept of problem-oriented policing can be illustrated by an example. Suppose police find themselves responding several times a day to calls about drug dealing and vandalism in a neighborhood park. The common approach of dispatching an officer to the scene and repeatedly arresting offenders may do little to resolve the long-term crime and disorder problem. If, instead, police were to incorporate problem-oriented policing techniques into their approach, they would examine the conditions underlying the problem. This would likely include collecting additional information—perhaps by surveying neighborhood residents and park users, analyzing the time of day when incidents occur, determining who the offenders are and why they favor the park, and examining the particular areas of the park that are most conducive to the activity and evaluating their environmental design characteristics. The findings could form the basis of a

response to the problem behaviors. While enforcement might be a component of the response, it would unlikely be the sole solution because, in this case, analysis would likely indicate the need to involve neighborhood residents, parks and recreation officials and others.

Problem-oriented policing can be applied at various levels of community problems and at various levels in the police organization. It can be applied to problems that affect an entire community, involving the highest level of police agency, government, and community resources. It can be applied at intermediate levels (for example, a neighborhood or a police district), involving an intermediate level of resources. Or it can be applied at a very localized level (for example, a single location or a small group of problem individuals), involving the resources of only a few police officers and other individuals.

The SARA Model

A commonly used problem-solving method is the SARA model (Scanning, Analysis, Response and Assessment). The SARA model contains the following elements:

Scanning:

- Identifying recurring problems of concern to the public and the police.
- Identifying the consequences of the problem for the community and the police.
- Prioritizing those problems.
- Developing broad goals.
- Confirming that the problems exist.
- Determining how frequently the problem occurs and how long it has been taking place.
- Selecting problems for closer examination.

Analysis:

- Identifying and understanding the events and conditions that precede and accompany the problem.
- Identifying relevant data to be collected.
- Researching what is known about the problem type.
- Taking inventory of how the problem is currently addressed and the strengths and limitations of the current response.
- Narrowing the scope of the problem as specifically as possible.
- Identifying a variety of resources that may be of assistance in developing a deeper understanding of the problem.
- Developing a working hypothesis about why the problem is occurring.

Response:

- Brainstorming for new interventions.
- Searching for what other communities with similar problems have done.
- Choosing among the alternative interventions.
- Outlining a response plan and identifying responsible parties.

- Stating the specific objectives for the response plan.
- Carrying out the planned activities.

Assessment:

- Determining whether the plan was implemented (a process evaluation).
- Collecting pre– and post–response qualitative and quantitative data.
- Determining whether broad goals and specific objectives were attained.
- Identifying any new strategies needed to augment the original plan.
- Conducting ongoing assessment to ensure continued effectiveness.

Source: Center for Problem-Oriented Policing

The Problem Analysis Triangle

While the <u>SARA model</u> is useful as a way of organizing the approach to recurring problems, it is often very difficult to figure out just exactly what the real problem is. The problem analysis triangle (sometimes referred to as the crime triangle) provides a way of thinking about recurring problems of crime and disorder. This idea assumes that crime or disorder results when (1) likely offenders and (2) suitable targets come together in (3) time and space, in the absence of capable guardians for that target. A simple version of a problem analysis triangle looks like this:



Offenders can sometimes be controlled by other people: those people are known as handlers. Targets and victims can sometimes be protected by other people as well: those people are known as guardians. And places are usually controlled by someone: those people are known as managers. Thus, effective problem-solving requires understanding how offenders and their targets/victims come together in places, and understanding how those offenders, targets/victims, and places are or are not effectively controlled. Understanding the weaknesses in the problem analysis triangle in the context of a particular problem will point the way to new interventions. A complete problem analysis triangle looks like this:



Problems can be understood and described in a variety of ways. No one way is definitive. They should be described in whichever way is most likely to lead to an improved understanding of the problem and effective interventions. Generally, incidents that the police handle cluster in four ways:

- Behavior. Certain behavior(s) is (are) common to the incidents. For example, making
 excessive noise, robbing people or businesses, driving under the influence, crashing
 vehicles, dealing drugs, stealing cars. There are many different behaviors that might
 constitute problems.
- Place. Certain places can be common to incidents. Incidents involving one or more problem behaviors may occur at, for example, a street corner, a house, a business, a park, a neighborhood, or a school. Some incidents occur in abstract places such as cyberspace, on the telephone, or through other information networks.
- Persons. Certain individuals or groups of people can be common to incidents. These
 people could be either offenders or victims. Incidents involving one or more behaviors,
 occurring in one or more places may be attributed to, for example, a youth gang, a lone
 person, a group of prostitutes, a group of chronic inebriates, or a property owner. Or
 incidents may be causing harm to, for example, residents of a neighborhood, senior
 citizens, young children, or a lone individual.
- Time. Certain times can be common to incidents. Incidents involving one or more behaviors, in one or more places, caused by or affecting one or more people may happen at, for example, traffic rush hour, bar closing time, the holiday shopping season, or during an annual festival.

There is growing evidence that, in fact, crime and disorder does cluster in these ways. It is not evenly distributed across time, place, or people. Increasingly, police and researchers are recognizing some of these clusters as:

- Repeat offenders attacking different targets at different places.
- Repeat victims repeatedly attacked by different offenders at different places.
- Repeat places (or hot spots) involving different offenders and different targets interacting at the same place.

The Problem Analysis Triangle was derived from the routine activity approach to explaining how and why crime occurs. This theory argues that when a crime occurs, three things happen at the same time and in the same space:

- a suitable target is available.
- there is the lack of a suitable guardian to prevent the crime from happening.
- a motivated offender is present.

Source: Center for Problem-Oriented Policing

Situational Crime Prevention

While the Problem Analysis Triangle helps to analyze problems, situational crime prevention provides a framework for intervention. By assessing the opportunities that specific situations offer for crime, situational crime prevention has identified five main ways in which situations can be modified. These are:

- Increasing the effort the offender must make to carry out the crime.
- Increasing the risks the offender must face in completing the crime.
- Reducing the rewards or benefits the offender expects to obtain from the crime.
- Removing excuses that offenders may use to "rationalize" or justify their actions.
- Reducing or avoiding provocations that may tempt or incite offenders into criminal acts.

These five approaches to reducing opportunity can be expanded to list 25 techniques of situational crime prevention.

These techniques have been constructed according to two important theoretical premises: that "opportunity makes the thief" (opportunity theory) and that the offender (or would-be offender) makes choices (rational choice theory) in order to make the best of those opportunities.

The 10 principles of crime opportunity:

- 1. Opportunities play a role in causing all crime, not just common property crime For example, studies of bars and clubs show how their design and management play an important role in generating violence or preventing it.
- Crime opportunities are highly specific For example the theft of cars for joyriding
 has a different pattern of opportunity than theft for car parts. Crime opportunity
 theory helps sort out these differences so responses can be appropriately tailored.
- 3. Crime opportunities are concentrated in time and space Dramatic differences are found from one address to another even in a high crime area. Crime shifts greatly by the hour and day of the week, reflecting the opportunities to carry it out.
- 4. Crime opportunities depend on everyday movements of activity Offenders and targets shift according to routine activities (e.g. work, school, leisure). For example burglars visit houses in the day when the occupants are out at work or school.
- 5. One crime produces the opportunities for another For example, a successful break-in may encourage the offender to return in the future or a youth who has his bike stolen may feel justified in taking someone else's as a replacement.

- 6. Some products offer more tempting crime opportunities For example easily carried electrical items such as DVD players and mobile phones are attractive to burglars and robbers.
- 7. Social and technological changes produce new crime opportunities Products are most vulnerable in their 'growth' and 'mass marketing' stages, as demand for them is at its highest. Most products will reach a 'saturation' stage where most people have them and they then are unlikely to be stolen.
- 8. Crime can be prevented by reducing opportunities The opportunity reducing methods of situational crime prevention can be applied to all aspects of everyday life, but they must be tailored to specific situations.
- 9. Reducing opportunities does not usually displace crime Wholesale displacement is very rare and many studies have found little if any crime displacement.
- 10. Focused opportunity reduction can produce wider declines in crime Prevention measures in one area can lead to a reduction in another nearby, a 'diffusion of benefits'. This is because offenders might overestimate the reach of those measures.

The two principles of rational choice theory

- 1. Offending behavior involves decision making and the making of choices, which are constrained by time, cognitive ability and information, resulting in a 'limited' rather than a 'normal' rationality for the offender.
- 2. Decisions and factors that affect offender decision making vary greatly at both the different stages of the offense and among different offenses. Cornish and Clarke (1998) therefore stress the need to be crime-specific when analyzing offender decision making and choice selection, and to treat separately decisions relating to the various stages of involvement in offenses. For example, treating decisions relating to the offenders' initial involvement in the offense separately from decisions relating to the event, such as choice of target. This, they claim, allows a more 'holistic' view of offender decision and choice making and a broader analysis from which to implement appropriate interventions.

Source: Center for Problem-Oriented Policing

Why Crimes Occur in Hot Spots

Several theories help explain why crime occurs in some places and not others. The theories below are an outgrowth of environmental criminology in the 1980s, spearheaded by Paul and Patricia Brantingham. Their work fused the principles of geography with criminology and helped develop new criminological theories.

- Routine Activity Theory
- Situational Crime Prevention Theory
- Broken Windows Theory
- Crime Opportunity Theory
- Social Disorganization Theory
- Crime Pattern Theory

Routine Activity Theory suggests that crime occurs when a motivated offender, a suitable target and the lack of capable guardian converge in the same place at the same time [1]. Criminals choose or find their targets within context of their routine activities, such as traveling to and from work, or other activities such as shopping, and tend not to go too far out of their way to commit crimes.

Situational Crime Prevention Theory suggests that crime and public disorder can be prevented by reducing opportunities for crime. For example, if crime occurs regularly in a dimly lit alley, public works could improve lighting and increase police presence in the area.

Broken Windows Theory explains how lesser crimes, untended areas, blight, graffiti and signs of disorder decrease neighborhood residents' willingness to enforce social order, which in turn leads to more serious crime. If police target minor transgressions, they may prevent serious crime from developing in those places.

Crime Opportunity Theory suggests that when offenders want to commit a crime, they look for an opportunity or a practical target. For example, if a city neighborhood offers no off-street parking, it may be a prime target for vehicle thefts.

Social Disorganization Theory suggests that crime occurs when community relationships and local institutions fail or are absent. For example, a neighborhood with high residential turnover might have more crime than a neighborhood with a stable residential community.

Crime Pattern Theory integrates crime within a geographic context that demonstrates how the environments people live in and pass through influence criminality. The theory specifically focuses on places and the lack of social control or other measures of guardianship that are informally needed to control crime. For example, a suburban neighborhood can become a hot spot for burglaries because some homes have inadequate protection and nobody home to guard the property.

Source: National Institute of Justice

Trespass Signage

Trespass signage, like all signage meant for the public, should reinforce afform community values and not create a culture that undermines the spirit and environment desired. In order to be enforceable, trespass signs must be posted at the property line and must say "no trespassing" in two-inch letters.

Here are some community-affirming trespass sign samples:







Community signage should reinforce community values while informing and influencing behavior. The tone set in our approach, sets the tone for the response. Examples:

We love our home, No Trespassing Please

We are currently closed, No Trespassing Please

Pardon Our Absence, No Trespassing in the Meantime

FY 19/20 Service Data for City of Miami Beach Homeless Services

Week	Total Contacts	HOT Shelter Placements	Relocations	New Employment Participants	IDs Ordered	Police Referrals Received	Police Referrals Accessing Services	Police Shelter Placements
October 1 -4, 2019	74	7	2	0	2	0	0	1
October 7 - 11, 2019	127	10	6	0	4	0		2
October 14 - 18, 2019	82	8	3	0	7	0		5
October 21 - 25, 2019	112	5	2	4	2	0		1
October 28 - November 1, 2019	103	5	5	0	0	13	3	5
November 4 - 8, 2019	105	7	3	0	2	0		1
November 11 - 15, 2019	90	10	13	4	1	11	1	3
November 18 - 22, 2019	85	12	3	0	2	4		5 3
November 25 - 29, 2019 December 2 - 6, 2019	30 90	8 21	3	0	1	0		6
December 2 - 6, 2019	90	10	4	3	3	12	2	0
December 16 - 20, 2019	103	7	4	0	4	12	2	0
December 23 - 27, 2019	54	10	0	0	3	0		3
December 30 - January 4, 2020	86	20	2	0	1	1	0	
January 6 - 10, 2020	123	15	4	3	5	0		4
January 13 - 17, 2020	129	15	5	0	4	0		3
January 20 - 24, 2020	61	24	3	4	0	0		3
January 27 - February 2, 2020	121	16	4	0	2	6	2	2
February 3 - 7, 2020	97	11	3	0	1	0	1	1
February 10 - 14, 2020	111	11	3	3	6	5	1	2
February 17 - 21, 2020	102	7	2	0	6	5	1	2
February 24 - 29, 2020	129	22	3	0	3	0	1	2
March 2 - 6, 2020	98	6	4	3	2	0	2	1
March 9 - 13, 2020	114	15	4	0	4	0		0
March 16 - 20, 2020	57	5	3	0	0	0	0	1
March 23 - 27, 2020	50	5	5	0	0	0		0
March 30 - April 3, 2020	48	9	3	0	0	0	0	0
April 6 - 10, 2020	35	5	4	0	0	0		0
April 13 - 17, 2020	49	5	0	0	0	0		0
April 20 - 24, 2020	111	18	2	0	0	4		0
April 27 - May 1, 2020 May 4 - 8, 2020	87 38	6 5	3 0	0	0	0		0
May 11 - 15, 2020	54	2	0	0	0	0		
May 18 - 22, 2020	97	11	1	0	0	67	2	0
May 25 - 29, 2020	71	2	3	0	0	0		
June 1 - 5, 2020	71	1	0	0				
June 8 - 12, 2020	52	2	0	0	0	0		0
June 15 - 19, 2020	84	5	2	0	1	10		0
June 22 - 26, 2020	68	5	3	0	1	0		0
June 29 - July 3, 2020	74	2	0	0	1	0	0	0
July 6 - 10, 2020	28	3	3	0	2	0	1	1
July 13 -15, 2020	21	0	4	0	0	0	0	0
July 29 - 31, 2020	37	4	0	0	1	0		
August 3 - 7, 2020	42	8	0	0	1	0		
August 10 - 14, 2020	54	3	3	0	1	0		
August 17 - 21, 2020	68	3	3	0	1	1		0
August 24 - 28, 2020	72	3	1	0	0			1
August 31 - September 4, 2020	78	2	0	0	3			1
September 7 - 11, 2020	129	1	2	0	0			
September 14 - 18, 2020 September 21 - 25, 2020	138 109	6 2	3	0	3			0
September 21 - 25, 2020 September 28 - 30, 2020	61	1	0	0	0			
Annualized Totals	4155	406	137	28	84			
			/					

Gallery of Cases



Subject came to office on November 5, 2019 seeking relocation to Indianapolis.

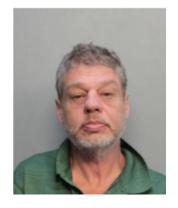
He presented a false name and identity to avoid admitting that he has an extensive arrest history and a pending criminal hearing. Police responded and he was declined relocation assistance.

The City fields resident complaints daily for behavior that they feel should be addressed including loitering, camping in urban parks, and aggressive panhandling, among others.

The person to the right was panhandling at the intersection of Collins Avenue and Lincoln Road.

She and her dog are permanently housed in a 2-bedroom unit in Miami obtained through the County's Housing First Program.





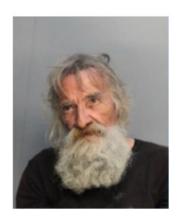
Russel Ewing was a formerly homeless client who stabbed his wife to death and then continued to live in his Miami Beach apartment with her decomposing body for 10 days until confronted by police.

He was placed at The Salvation Army in December 2017.

Alfredo Diaz has repeatedly turned down shelter services since 2017. He has been arrested in Miami-Dade County 13 times for:

- · Trespass after warning
- Alcohol in Public
- · Disorderly Intoxication
- Aggravated Assault
- Concealed Firearm

His most recent arrest was November 5, 2019 for assault on a police officer for an unprovoked attack.







Joseph Allen Morgan was homeless in our City for many years prior to his arrest for murder of a fellow homeless person and has returned after being released from prison. He has been arrested 6 times in Miami-Dade County for:

- 2nd Degree Murder
- Alcohol in Public
 Battery
- Battery
 Disorderly Conduct
- Assaul

The person to the right has been in our City since June 2019. Client has been offered shelter multiple times – and has walked away before placement.

When he arrived, he had an open warrant from out of state. He has been arrested 5 times in Miami-Dade County including:

- Petit Theft
- Alcohol in Public
- Disorderly Conduct





Torrance Lovett has been engaged by the Outreach Team repeatedly since 2008. He has been placed in multiple shelters, multiple times including Miami Rescue Mission, Chapman Partnership and The Salvation Army.

He has been arrested in Miami-Dade County 152 times for:

- Loitering & prowling
- Alcohol in Public
- Battery
- Trespass After Warning
- Cannabis Possession
- Cocaine Possession
- **Grand Theft**
- Aggressive Panhandling
- Aggravated Assault
- Aggravated Battery
- Felony Battery
- Disorderly Contact
- Concealed Weapon

· Resisting Arrest · Business W/O License Shopping Cart Possession

· Organized Fraud

Sean Kenna is a chronic homeless client who has been placed in shelter multiple times including Camillus House and Miami Rescue Mission. He has been arrested 63 times in Miami-Dade County for:

- Criminal Mischief
- **Grand Theft**
- Graffiti
- Alcohol in Public
- Battery on a Police Officer
- · Petit Theft
- Cocaine Possession
- Aggravated Battery
- · Injunction Violation on Domestic Violence Case
- Battery
- Strongarm Robbery
- Fugitive Warrant from Out of State
- Disorderly Intoxication
- Resisting Arrest





This family of six arrived from Jacksonville, Florida on Christmas Day with a van borrowed from a church there. They left a subsidized housing unit in Jacksonville where they were paying \$0 in rent and came to Miami seeking a fresh start. They had no savings, no food, no family or supports in Miami and no plan or timetable to get on their feet.

They attempted to rent a room in someone's house in Miami. But that didn't pan out. They contacted the City of Miami for homeless services and were told they would need to wait two weeks for services. The family then came to Miami Beach to see if they could get help

Staff provided the family food because they were hungry, placed them in a hotel in Hialeah (which was the closest with vacancy to accommodate such a large family during the holiday season as the shelters were at capacity), and provided them a food card to eat.

The photo to the right is a screenshot of a video that was disseminated via social media. The video depicts a sex act between a man and woman at a City bus stop.

Both the man and woman are homeless. The man assaulted a female Homeless Outreach worker in 2019 and has refused assistance for help. His 13 Miami-Dade County arrests have included:

- Disorderly contact
- Burglary
- · Petit theft
- Loitering & prowling
- · Park After Hours

The woman has been sheltered multiple times and was in shelter at the time of this act. Her **8** Miami-Dade County arrests have included:

- Battery
- Trespassing
- · Cannabis Possession
- · Assault on a police officer
- · Indecent exposure



WANTED / PC TO ARREST

ATTEPMTED SEXUAL BATTERY, FALSE IMPRISONMENT, SIMPLE BATTERY



3/5/1990 HOMELESS

Robert Reitz was relocated by the City of Miami Beach to Huntsville, Alabama on February 1, 2019 after having arrived homeless from Huntington, Tennessee.

He had a violent criminal history before arriving to Miami Beach.

He returned to Miami Beach and is being sought by police for violent crimes.

This woman and her 3-year old son were evicted from their apartment. The City immediately placed them in a hotel and provided food cards as there was no available shelter and she claimed she had no resources, family or friends. She receives a voucher for free childcare for her son. Her work permit is expired. She claimed she occasionally receives child support from her son's father.

After two weeks in the hotel and as part of her care plan, she was required to provide her bank statement and show evidence of progress on her plan. Her bank statement disclosed that she had thousands of dollars and was drawing as much as \$1,000 a day while she was in the hotel paid for by the City. She never disclosed the value of the child support payments being received.

When she was asked why she had not renewed her work permit, she responded **she did not want to work**. When she was asked why she didn't acquire an apartment given that she has the financial means, she said **she didn't want to use her money**.





This woman and her two children lived in Miami and were evicted from their apartment. They then came to Miami Beach and stayed in an area hotel for one night and sought services from the City of Miami Beach the next day.

There was no space in shelter so the City provided the family placement at a local hotel and provided food vouchers.

When shelter space became available, the family declined help and advised that they have the funds to pay for their own housing.

This man has been chronically homeless throughout the United States for most of his life. He was interviewed in Maine in October 2019 telling a good Samaritan that he came to Maine because he had never been there and that he wanted to go to Florida next for the warm weather. When asked by the Samaritan if he knew anyone in Florida or had a plan, the man replied he did not. He stated that his Social Security check (\$783 per month) would be sufficient to pay rent and his living expenses. When the Samaritan told him he would return and bring him a blanket, the man asks instead for a sleeping bag as it would suit him better.

The man arrived in Miami on December 29, 2019 and stayed at a local hostel where he paid for his stay with his Master Card. On December 30, 2019, he came to the office seeking services. He had no government-issued identification and we were unable to verify his identity with the information he provided. As staff explored ways to help him, he became agitated and asked that staff call him a cab so he could visit his doctor. Staff offered to provide him a free bus pass but he said he could afford to pay for a cab and left the office.







This couple has been sleeping adjacent to a lifeguard stand ono the beach. Homeless Outreach staff has approached them multiple times offering assistance which both have consistently declined. The office has received multiple complaints regarding their harassing behavior on the beach.

The male has had repeated engagements with police including more than 20 arrests for:

- Battery
- Battery on an officer
- · Disorderly intoxication
- Aggravated assault
- · Grand theft

The female has been almost a dozen times for:

- Assault
- Battery
- · Prostitution
- · Drug possession



Mr. Joseph Matos, a former client of the office that was provided with relocation services in 2017 was arrested and charged with assault for stabbing two college students in October 2019. The students claimed they were walking the street when they kicked away garbage on the sidewalk not realizing that Mr. Matos was inside.

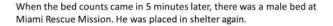
Mr. Matos responded by assaulting both men stabbing one in the shoulder and back lacerating his liver and slashing the second above the eye.

Mr. Matos is fighting the charges claiming the box he was in was his de facto home and he had the right to defend it. Video evidence contradicts Mr. Matos testimony. According to *The New York Times*, Mr. Matos, a native New Yorker, likes to wander south to Florida and Mexico during the winter months.

This man has experienced episodic homelessness (3 times) since 2017. Each time he would lose a job or have a "personality conflict" with a landlord, he became homeless. Each time he became homeless, he came to the City seeking shelter. He has been placed at:

- · Miami Rescue Mission
- · Camillus House
- The Salvation Army

On January 2, 2020, he came to the office seeking shelter placement because he had lost his job in November and had been staying in hostels ever since. He asked to speak with the supervisor and subsequently demanded shelter as he is a "Christian". Staff had not yet received the daily bed counts as it was early in the day and told him that there may not be room in shelter as we have several families in hotel because of a lack of shelter space. He then responded that he then would demand to be placed in a hotel if there were no beds and became aggressive to staff even though he was not declined for service.





Mr. C.G. went to the Miami-Dade County Homeless Trust on January 30, 2020 complaining that he had been homeless for three years and no one was helping him. City staff placed him in shelter on December 2, 2019 after having refused any help during two prior encounters. Unknown to police and staff was that he had been housed all along:

MM	McVeigh-Camilo, Mary C. (Miami VA) <mary mcveigh-camilo@va.gov=""> Ruit, Marke Malette, Vinovia p4th, Lass, Carlos A, p4th, Tame, Abbe, 1904/Lass, Grant, Nancy, T</mary>
[THES IS	MESSAGE COMES FROM AN EXTERNAL EMAIL - USE CAUTION WHEN REPLYING AND OPENING LINKS OR ATTACHMENTS }
Good At	flesson Vicki,
homeles	is in our infemsive case management program and is followed very closely by his team. He has been stably boused in an ALF as it was determined that he needed living assistance to maintain housing stability. He has been at more there we regularly most with him and their staff to concluste his care. He did come into the walk-in clair yesterday and we explained to him that he is stably boused in the ALF due to the assistance needed. I am not saw why he told you that he is currently street a best that information is not correct, at least according to our records. Our staff visited him at the ALF yesterday. He has previously reported to our outreach staff that he is unknown you had paying his portion of the ALF cost and has sought hereing subsidies in the past. Pease now let me know if my further assistance in needed.
Thank y	96.
Coordina HCHV F	E-Veigh-Curnio, MSW, LCSW and Early Specials Programs A Heiddove System
1492 W.	Flujer 80.
Cell: 786	5-29-187 5-29-187



The mother of two in the photo to the left was evicted from her mother's apartment because of family problems. She is unemployed, has an extensive criminal history and the children's father is in prison.

Her employment skills are limited providing challenges to securing employment that will garner sufficient wages to sustain a one-bedroom apartment for the family.

She and her children were placed in hotel when shelter was unavailable and subsequently placed in shelter.

The man to the right was trespassing on Boys & Girls Club property on February 1, 2020.

In June 2019, he was encountered by police trespassing in an abandoned private dwelling. At the time of this police encounter, police offered him shelter as an alternative to arrest and he accepted. According to The Salvation Army staff, he relocated to an apartment not long after being placed in shelter.

He has no Social Security number or government-issued identification. He claimed to be a Ryan White Program participant but provided no evidence.



A homeless man (former Miami Beach homeless who refused services) was arrested Monday night on charges stemming from Sunday's beating that put a 73-year-old Metromover passenger in the hospital. Robert Ribbs, 62, faces charges of aggravated battery, battery with great bodily harm, battery on a person 65 years of age or older, strongarm robbery, cocaine possession and drug paraphernalia possession.

The arrest form says the victim suffered a broken cheek bone, jaw and orbital bones from Ribbs' punching and kicking him, before and after taking cash from Fernández's wallet.

Amount of cash taken: \$30.

Ribbs has done nine different turns in Florida prisons since 1977, the longest being in 1982 through 1997 for armed burglary, grand theft and kidnapping in Broward County. He earned his most recent time inside, 2015-2016, with grand theft, dealing in stolen property and lying to a pawnbroker.

