

FOUNDATION BUILDING

THE COMMUNITY ECONOMIC DEVELOPMENT EXPERIENCE IN
DUPLEX CITY AND THE NORTHWEST NEIGHBORHOOD OF THE
CITY OF HOMESTEAD



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ABSTRACT

The project titled, Foundation Building: The Community Economic Development Experience in Duplex City and the Northwest Neighborhood of the City of Homestead¹, was implemented in 2009-2010. The City of Homestead's Duplex City and Northwest Neighborhood is in the western half of the City, North of Mowry Drive, South of NW 15th Street, East of Redland Road, and West of Krome Avenue. This community is also known as the Weed and Seed target area. Weed and Seed is a community-based, multi-agency approach to law enforcement, crime prevention and neighborhood restoration. This residents within this targeted area are of low-socioeconomic status.

The Foundation Building Project was implemented to improve the residents' knowledge of housing-related issues and improve their quality of life by emphasizing and enhancing community economic development efforts. Homestead Weed and Seed's mission is to revitalize the community both economically and socially.

The Foundation Project implementation period took one year to complete. Beyond this project period, the pilot project will continue to be a resource provided to residents of the City of Homestead's Duplex City and the Northwest Neighborhood.

¹ Foundation Building: The Community Economic Development Experience in Duplex City and The Northwest Neighborhood of The City of Homestead will, from this point forward, be referred to as the Foundation Building Project.

I. COMMUNITY CONTEXT

A. COMMUNITY PROFILE

The City of Homestead is located in South Miami-Dade County, Florida. It is referred to as the “gateway to the Florida Keys”. The current population is 54,000 (City of Homestead Community Redevelopment Agency, 2008).

Location within the State of Florida and Miami-Dade County

Figure 1

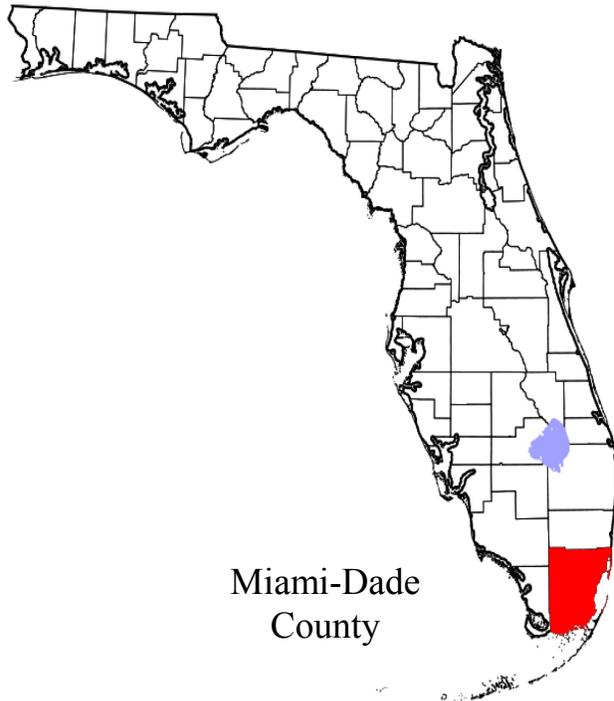


Figure 2

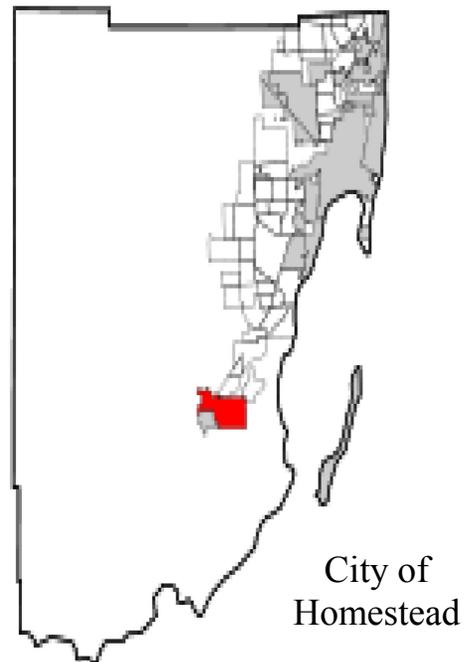
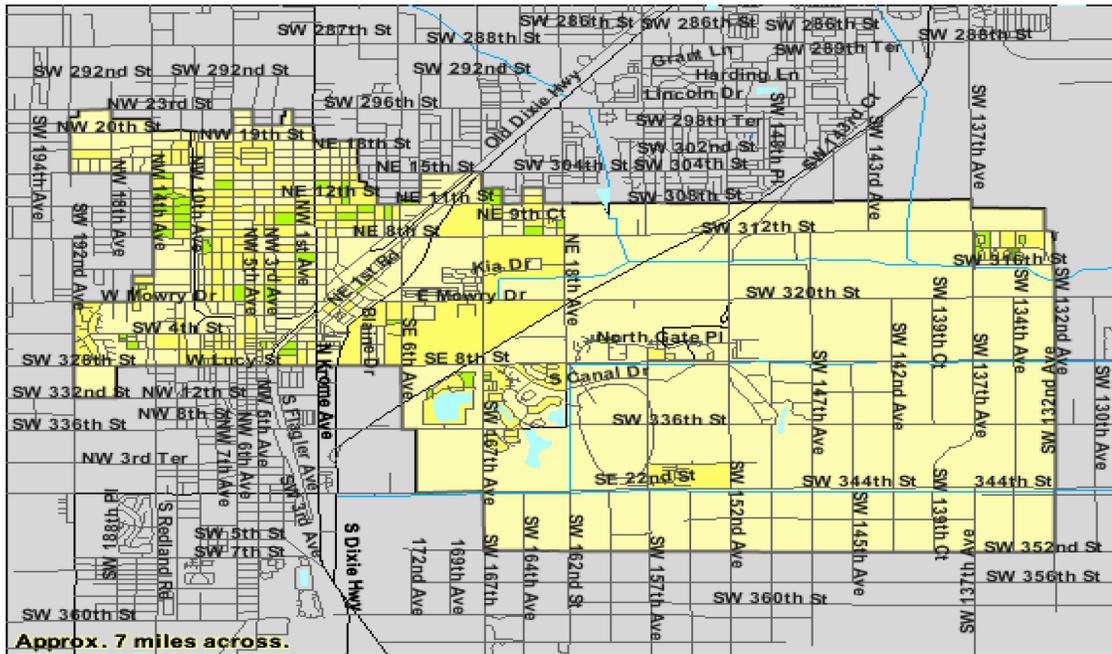


Figure 3

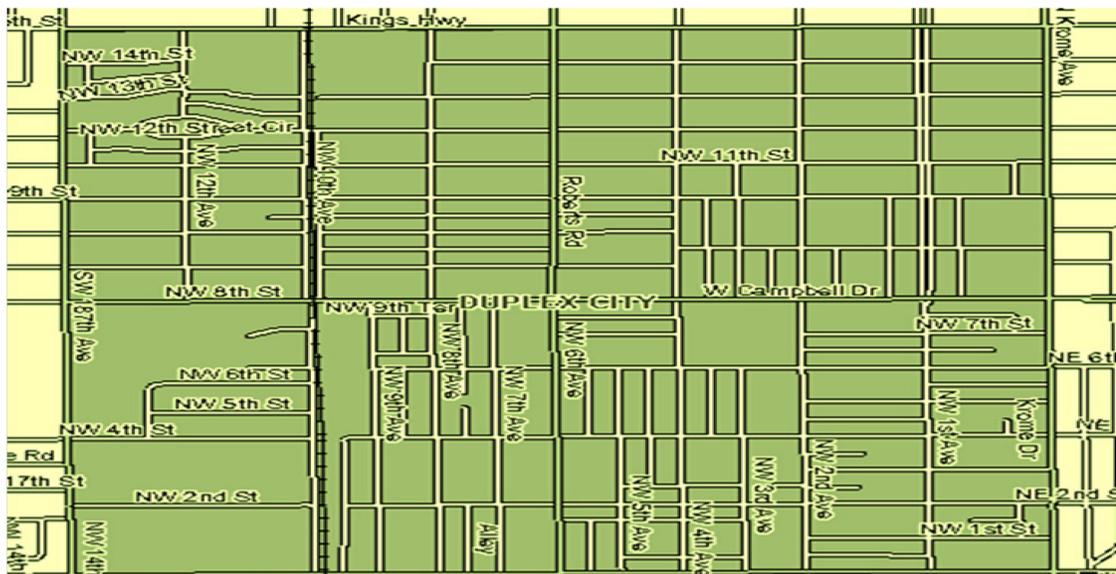
Map of the City of Homestead City Limits:



Within the City of Homestead is the Weed and Seed targeted area which is partitioned off in the western half of the City. The boundaries are north of Mowry Drive, west of Krome Avenue, east of Redland Road, and south of NW 15th Street/Kings Highway.

Figure 4

Map of Northwest section/Duplex City of the City of Homestead:



According to the 2000 Census, the Northwest section of Homestead (which includes Duplex City) had a population of 8,512 people in 2,291 households. In 2000, the Northwest section was made up of approximately 26.7% of the City of Homestead's population, and contained approximately 23.1% of the City's housing units. A higher percentage of its population was White (70.0%) compared to the City (61.0%), and a significantly lower percentage were Black or African American (12.1% in the Northwest section versus 22.6% in the City of Homestead). In terms of ethnicity, 68.16% of Neighborhood residents in 2000 were Hispanic, compared to 51.83% in the City. A comparison of the population charts (below) for the Neighborhood and the City shows substantial differences. As can be seen, males greatly out-number females in the Neighborhood, especially between the ages of 15 and 44. This contrasts sharply with the population pyramid for the City, which shows a much more even male/female balance.

Figure 5
City of Homestead
Population by Race

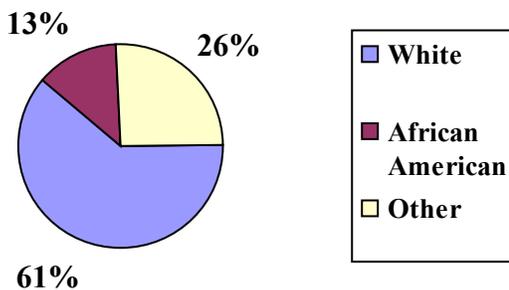
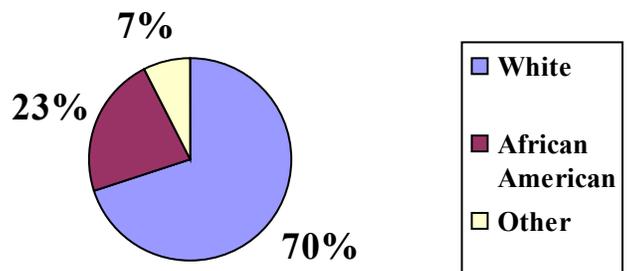


Figure 6
Northwest Neighborhood
Population by Race



The Census data also shows markedly different employment patterns for Northwest area residents compared to City residents. First, the Neighborhood unemployment rate of the civilian labor force in 2000 was lower, at 8.8% compared to the City's 10.3%. Also examination of employment by both industry and occupation shows that residents in the Northwest section relied much more heavily than City residents on jobs in construction and the primary economic sector (agriculture, forestry, mining, etc.). Neighborhood workers seem to have far lower rates of employment in the professional, management and similar occupations and industries. These are important factors considering the City's economic situation and how it continues to shift away from agricultural operations to a more diverse economic base.

In terms of poverty, in 2000 the poverty rate in the Northwest Neighborhood was slightly higher than the City's rate, 32.5% compared to 31.8%. The 2000 Census shows that in 2000, there were a total of 2,566 housing units within the Northwest section boundaries, 275 of which (10.7%) were vacant. This vacancy rate is slightly higher than the 9.6% for the entire City. Of the 2,291 occupied units, 500 (21.8%) were owner occupied while 1,791 (78.2%) were renter-occupied. Housing tenures are thus much different than the City as a whole, where 36.0% of households owned their own home in 2000, and 64.0% rented. Overcrowded housing conditions appear, based on the 2000 Census data, to be a much more significant issue in the Northwest section than in the overall City. 40.8% of Neighborhood Households in 2000 had more than one person per room. The comparable number in the City was 28.62%. Housing that has more than one person per room is one of the criteria for substandard housing. The data also shows that in 2000, 24.4% of

Neighborhood households had more than 1.5 persons per room, which is an example of severe overcrowding. In Homestead generally, the percentage of units with more than 1.5 persons per room were 16.43%.

Figure 7

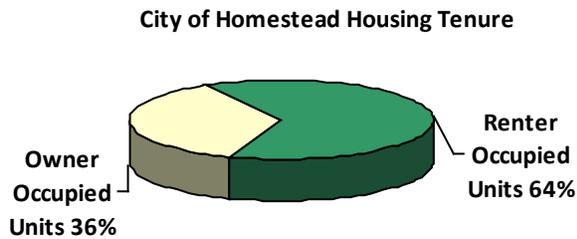
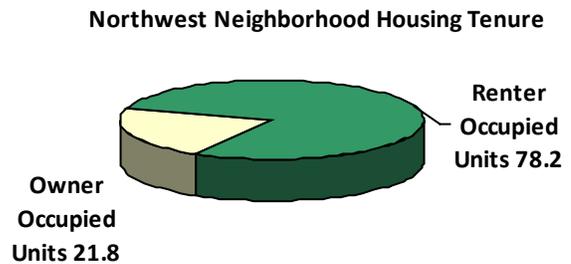


Figure 8



B. COMMUNITY NEEDS ASSESSMENT

The City of Homestead has had an exasperating rate of growth since the year 2000.

Homestead has also had a significant shift in demographics and economics. The changes that are occurring will especially impact low and moderate-economic households who make-up the majority of the workforce. The Northwest area is largely made up of migrant farm workers living below the poverty level. These families spend long hours working in the fields and often leave their home before dawn and do not return home until late at night. This leaves numerous hours that their children are left unsupervised and have very little to do other than become involved in the criminal activity within the neighborhood. Comparing this area with the six other zones within the city, this area has the highest rate of rental homes, the highest unemployment rate, highest high school drop-out rate and the lowest annual income (The Metropolitan Center, 2008).

With the majority of residents having an undocumented status, they are easy targets of crime. They tend to fear law enforcement and the possibility of deportation if they report

the crime. The fear of deportation is so great, that immigrants are afraid to use banks as they feel the information they must present to the bank in order to open an account, will be used against them and will result in deportation. These residents do not know immigration laws and are not sure where to go or who to trust in order to change their immigration status.

The needs assessment and surveys conducted by the Advanced Center for Psychotherapy (2005), Homestead/Florida City Weed and Seed, (2006), and Project SOS (2006), within the targeted area, clearly defined the fear of becoming a victim of crime (particularly gang involvement) as the number one concern of the residents. The assessments were conducted throughout the six zones that represent the City of Homestead. Once the assessments and surveys were complete and analyzed, it was apparent in all three surveys that the targeted area had the highest number of risk factors within the city. The residents in the NW section of Homestead (Duplex City) have expressed their concern of not being able to find employment and it is becoming harder and harder to obtain Day Labor jobs (DeValle, 2008). Within the target area, there is hardly any housing availability with low income or no income families (families receiving benefits such as SSI), and absentee landlords (Nanni, 2008). More recently, a needs assessment (by the request of The City of Homestead) was prepared by The Metropolitan Center, Florida International University, entitled “Workforce Housing Assessment and Action Plan” (February 2008). Within this assessment, it was found that local housing and labor markets are inextricably linked to one another. These assessments became the framework for the strategic plan.

C. PROJECT TARGET COMMUNITY

The target area is comprised of residents that make up largely of people who come from a background of agricultural and construction employment/skills. These types of jobs have come to a sudden halt due to the poor economic times. The neighborhood has significant internal geographic differences in terms of housing types and homeowners/renters and overcrowding in a significant number of the neighborhood's housing units.

The targeted community is an ideal area for criminal activity. It is a highly transient population, with the majority of households being absentee landlords. Any given day, driving through this community, discarded furniture and trash line the sidewalks from the duplexes of recently evicted families. Old broken down cars are found in almost every yard. As the rental properties continue to deteriorate, so does the community.

With this community being largely migrant farm workers, there are a number of families living below the poverty level (28.8%) (The Metropolitan Center, 2008). These families spend long hours working in the fields and often leave their home before dawn and do not return home until late at night. This leaves numerous hours that their children are left unsupervised and have very little to do other than become involved in the criminal activity within the neighborhood. Comparing this area with the six other zones within the city, this area has the highest rate of rental homes, the highest unemployment rate, highest high school dropout rate and the lowest annual income.

Due to affordability cost playing a major factor into the resident's daily lives, they are unable to afford homeownership and even rental properties. Residents have expressed

that their top four biggest challenges are employment, transportation, housing and they would like to see more affordable quality childcare (DeValle, 2008). The residents in the Northwest section of Homestead (Duplex City) have articulated their concern of not being able to find employment and it is becoming harder and harder to obtain Day Labor jobs (DeValle, 2008). Within the target area, there is hardly any housing availability for low income or no income families (families receiving benefits such as SSI), and there is an abundance of absentee landlords (Nanni, 2008). There is very little mass transportation within this area. There are no taxis servicing this area, making it even harder to reach areas that are not in walking distance.

It was through the process of the needs assessment that the residents identified their fear of becoming a crime victim of rape, robbery or aggravated assault; as a number one concern. The strategic plan identified the following needs in addition to the aforementioned:

- **Job Training:** Many of the residents have expressed a desire to be trained and re-trained in order to find employment, due to the fact that they are mostly farm workers with limited skills. The agricultural industry is shrinking due to the massive construction that is going on. In addition to job training, there needs to be a recruitment of employers in order to identify the available jobs, realizing that the majority of residents are here undocumented.
- **Affordable child care/after school activities:** The parents of the youth in this community need a safe area for their children to meet, learn, and play, the ability

to participate in academic programs and to become involved in healthy, organized sporting events. There needs to be a place for after school care/activities while the parents are still working in the fields. Child care is also a major issue. Some families are not able to provide daycare due to the prices and their limited access to funds.

- Immigration Issues: Residents have been afraid to come out of their homes to go shop, look for work and any other resources that are required. Some families have reported that their spouse/significant other have been picked up by Immigration and Customs Enforcement and they have no way of paying bills or buying food and are afraid that they too may be arrested for being undocumented.

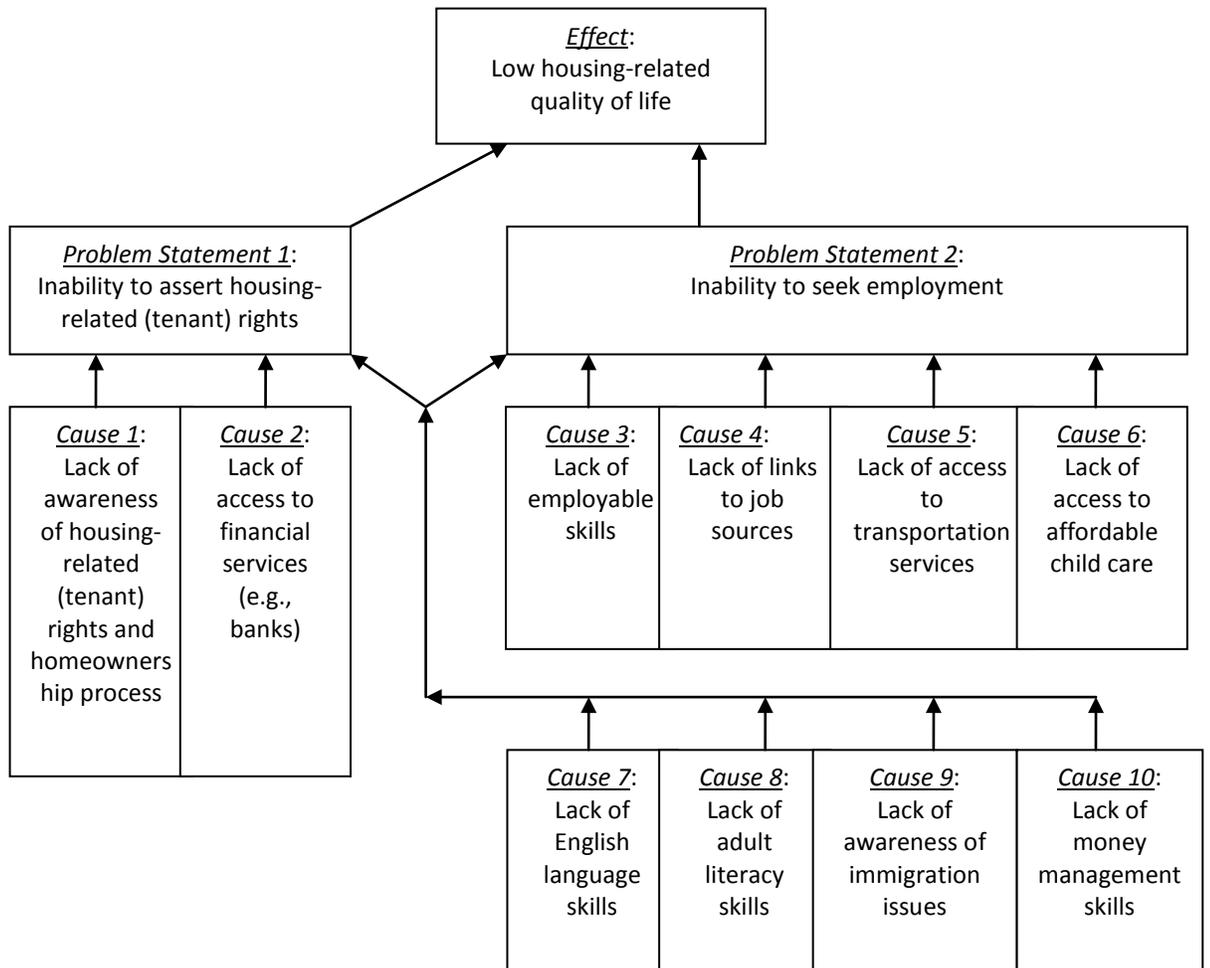
II. PROBLEM ANALYSIS

A. PROBLEM STATEMENT

The problem the project planned to address is the limited affordable housing access to migrant families in the Duplex City area within the City of Homestead, due to the lack of resources that were available.

This diagram shows how the causes of the lack of awareness and access to resources have had an effect on the residents of the Northwest area of the City of Homestead.

Figure 9



B. CAUSES AND EFFECTS OF THE PROBLEM

Community Revitalization could be as simple as “neighborhood improvement”, it depends on that communities needs. In most cases neighborhoods only focus on cleanups, graffiti paint-outs, and façade improvements, but community revitalization is more than just that. It also entails, economic improvement, community organizing, asset building, and/or removal (of minimizing) the criminal element.

The economy of the City of Homestead as a whole is at risk. Affordability costs have played a major factor into the residents not being able to afford homeownership and rental properties. Approximately 45% of the residents within the targeted area live below the poverty level. Households of lower income have far exceeded growth in incomes, thus worsening the housing affordability problem.

If the shortage of affordable housing persists, some businesses may be forced to close or relocate. This has been apparent over the past year. The City of Homestead’s top two employers are Wal-Mart and Homestead Hospital. The majority of the residents of the Northwest neighborhood do not have the sufficient job skills to work within the fields that are available. Due to the local area businesses closing their doors and the farm land being turned into expensive single family homes, this leaves those families with no stability of employment.

There is very little mass transportation within this area. There are no taxis servicing this area and the bus line does not provide easy access to other parts of the city. Many of the

residents lack reliable if any vehicles of their own, making it more difficult for them to have access to much needed resources.

Some of the major causes that have an effect on this community are: Lack of education and job skills to obtain steady or any employment. A few reasons for this are because there are a vast majority of the residents who are undocumented and have very little, if any education. They are unable to apply for most jobs because they do not have the necessary credentials to join the workforce, so they tend to work in the fields or seek work that will allow them to get paid in cash. There are also limited accessible resources within this community such as job training, job fairs, English as a Second Language classes and educational opportunities that provide better opportunities for those with no legal form of documentation. For Duplex City many residents reach out to the local elementary and middle schools to assist them with ways of obtaining food, translating information from English to Spanish (and sometimes Creole) that they receive (either in the mail or from the school), school supplies, etc.

Due to their lack of citizenship in the United States, these residents lack the knowledge of the rights that they do possess. For those residents that are American citizens, they lack the resources of the exposure to becoming homeowners. As renters, they have been taken advantage of from absentee landlords. They are put into situations where they are living in overcrowded conditions, dilapidated houses (duplexes), poor and unsafe living conditions and an overall lack of resources to provide safe, stable and nurturing homes for their family

With the majority of residents being undocumented, they are easy targets of crime. They tend to fear law enforcement and the possibility of deportation if they report the crime. The fear of deportation is so great, that immigrants are afraid to use banks as they feel the information they must present to the bank in order to open an account, will be used against them and will result in deportation. This is a known fact in the community, therefore they have become targets for gang members who assault and rob them of their Friday pay checks. The gang members know they will be carrying cash and are easy targets. The crime is known in the community but under reported for fear of deportation.

C. “CEDNESS” OF PROJECT

When defining Community Economic Development (CED) as: the progression of improvement within the community, it is an explanation of the Foundation Building Project. Building upon employment (both skills and jobs), improving education (through schools, after school programs, etc.), revitalizing the upkeep of physical property, bringing in new businesses, improving existing businesses, and strengthening citizenship with increased neighboring, all fall under and define “Community Economic Development”. The “CED”ness of this project incorporates the above mentioned and much more.

The project began by seeking input from community members, to include both residents and other stakeholders. The Foundation Building Project began by looking at the strategies that were put into place by the Homestead Weed and Seed Steering Committee to complete over the course of five years and sustaining efforts to improve and enhance the community served. After meeting with the Steering Committee to discuss the project

that was in its planning stages, it was met with no objection and complete support. In addition to their support, two of the local councilmen have come on board to make this a success.

The Foundation Building Project entailed providing the necessary resources to migrant families who have limited access to affordable homeownership/housing. Within the last year the homeless situation has increased dramatically. More and more families are either losing their homes to foreclosure (especially renters whose owner's homes are being foreclosed on). The emergency shelters, domestic violence safe houses, and other local homeless facilities are all full and/or have a very long waitlist.

There are micro-factors that are enabling residents from moving forward. These factors consist of the lack of access to financial capital; the lack of education, awareness, knowledge and/or skill; and the lack of access to certain homeownership-related resources. Through training, seminars, workshops and other related resources, it is intended to bring together with partners an accessible, safe, and informative resource room in order to assist the community residents in dealing with these economical challenges.

The strategy that was applied to the project reflects the Homestead Weed and Seed mission of six years. The mission of the organization is to revitalize the community both economically and socially.

The Foundation Building Project provided a set of strategies for the enhancement of Homestead's Duplex City and the Northwest Neighborhood's residents. These efforts were undertaken because of existing conditions and potential changes related to the following factors:

- Lack of transportation
- Cultural issues that hinder trust factors.
- Limited education among residents.
- Limited job skills (most residents in this area were farm workers and the farmland has been replaced with expensive homes).
- Absentee landlords/landlord neglect.
- Lack of daycare/childcare
- Limited English proficiency
- Gang activity in the community.

The project consisted of providing the necessary resources (to include training) to immigrant families in Duplex City, Homestead, Florida. Services to include employment skills, job readiness, job fairs, access to childcare, and additional educational resources which will lead to the potential to obtain affordable housing.

In his discussion of “helpers” and “doers”, David Ellerman (2001), explains how the “Helping Theory” assists readers in understanding that the doer, whether it is a person, group or country being “in the driver’s seat” and actively helping itself, and how the doer assists those that are helpers, without taking over and control (p.1). This theory allows for Homestead Weed and Seed and the Foundation Building Project to consider that no

matter what the theme, critique or opinion used, all aspects of CED has “helpers and doers”. Whether looking at the community level, government, countries, etc., they all entail someone/something who needs progression and someone/something that will assist in the progression. Within this community it is found that people as “helpers” have to sometimes push people to be accountable for the improvements that they want and expect as “doers”.

III. LITERATURE REVIEW

According to King (2008, p. 4), finding adequate and affordable housing in current real estate markets is a continuing challenge for many of our nation's households. The increasing expense of transportation, rising healthcare and childcare costs, increasing land values, and the cost to construct units have cumulatively stretched household budgets and perpetuated our affordable housing crisis.

The National Low Income Housing Coalition estimates that the 2006 national "housing wage" needed to afford a two bedroom rental unit was \$16.31 per hour. This is more than \$3.00 over the average a renter earns per hour. Affordable housing needs for the poor have turned into a housing crisis for the nation's public servants and working households. Traditional suburban development patterns have limited housing that is proximate to employment centers, public transportation facilities, and other needed services (King, 2008).

A news article in USA Today, states that "Nearly 61% of local and state homeless coalitions say they've seen a rise in homelessness since the foreclosure crisis began in 2007, according to a study released in April by the National Coalition for the Homeless. According to the study, which let respondents offer multiple replies when asked where they're headed once their property is foreclosed on, 76% of displaced homeowners and renters are moving in with relatives and friends. About 54% are moving to emergency shelters. About 40% are already on the streets (Armour, 2008, June 26)."

Schnare (2005, p. 6) states that after meeting housing costs, many working families, especially renters, have too few dollars available for other basic necessities. Among the most vulnerable working families, high housing costs can entail serious hardship, such as inadequate food and lack of health insurance for themselves or their children (Lipman, 2005).

Based on a study completed by Bruce Weinberg, an associate professor of Ohio State University the theory behind why crime increases in the wake of falling wages is simple, he said. According to Weinberg, et al (2002), a decline in wages increases the relative payoff of criminal activity. It seems obvious that economic conditions should have an impact on crime, but few studies have systematically studied the issue.

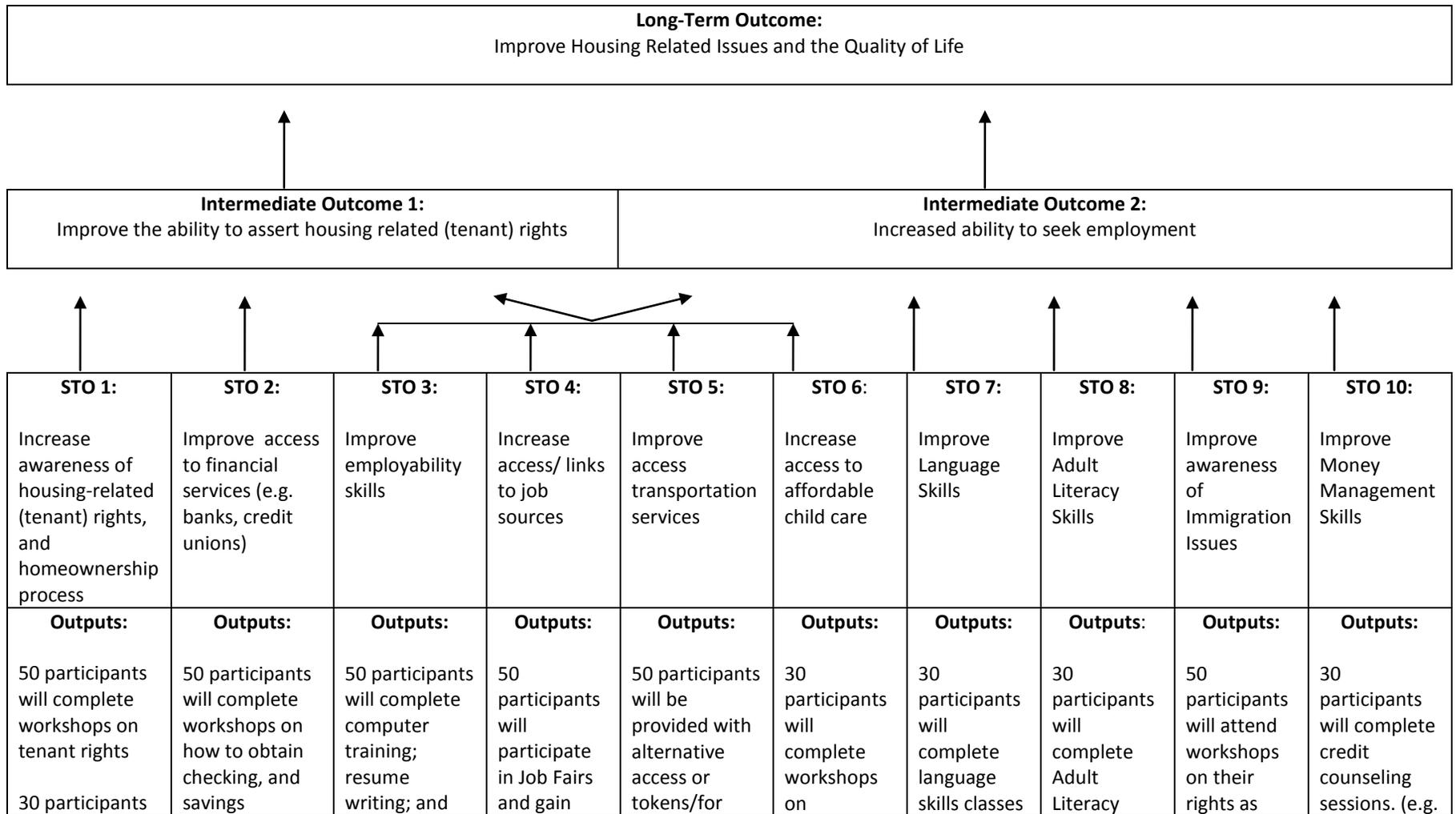
Mercer Sullivan, an anthropologist from Cornell University studied crime in "La Barriada," a Puerto Rican neighborhood in Brooklyn. His description of the neighborhood located in Brooklyn identifies with the Northwest section of the City of Homestead. It is claimed by Sullivan, that several characteristics of the community provided shelter and reinforcement for street crimes and criminal activities by Hispanic youths. These conditions included geographic isolation. The neighborhood was bounded on one side by a complex of large factories and on the other side by a major highway. This gave youth easy access to factories for petty thefts and led to only erratic patrols by police. Social isolation: Residents of the neighborhood are extremely poor, supported by welfare and speak more Spanish than English. These facts kept residents isolated from local employers, community organizations, police and other forms of social control that might have helped reduce crime. Plus, factory owners (who were often crime victims)

and police came from outside the community and were not familiar with spots where youth could hide both stolen goods and themselves. A general sense of community tolerance, "The residents, though not always approving what they saw, were reluctant to call the police unless they felt directly threatened and had no other recourse (Sullivan, 1989)." These occurrences are a similar description of what occurs in the Northwest/Duplex City neighborhood.

IV. PROJECT DESIGN/LOGIC MODEL

The Foundation Building Project's outcomes are to improve housing related issues and the quality of life in the Homestead Weed and Seed targeted area, Duplex City and the Northwest Neighborhood of the City of Homestead. This was to be accomplished with intermediate outcomes of improving the residents' ability to assert housing related (tenant) rights and increase their ability to seek employment. In order to achieve the tasks at hand, it was necessary to identify the needs of the community and the gaps in service that deterred the residents from moving forward and build a foundation that would allow them to excel. The planning effort was undertaken because of the existing effect of the economy, conditions within the neighborhood, criminal activity, the need to address health and safety issues. The Foundation Building Project carefully considered both strengths that the area possesses, as well as the challenges that must be addressed to make lasting improvements in the Duplex City and Northwest Neighborhood. In consideration to these factors, implementation of this project was to require a series of actions that would create an effective and positive change to improve the necessary factors to and augment the resources for the residents in this community.

Figure 10
LOGIC MODEL



will complete training on how to become a homeowner	accounts and how to obtain loans.	dress for success	access to job resources	transportation services	subsidized child care centers	(e.g. English as a Second Language, ESOL)	classes.	immigrants	Credit 101 and 102)
Activities: Literature Distribution to include flyers and pamphlets Workshops on Code Compliance and Rights as Tenants Evaluation	Activities: Workshops Information Sessions on the banking system Evaluation	Activities: Computer classes Employability skills training Evaluation	Activities: Job Fairs and Employment Resource Fairs Evaluation	Activities: Access free services and possible free bus tokens	Activities: Information sessions to access child care services and after school programs Evaluation	Activities: Host ESOL classes and provide material to residents Evaluation	Activities: Host adult literacy classes and workshops Evaluation	Activities: "Know your Rights" Workshops/Seminars Evaluation	Activities: Provide Credit Counseling Services Evaluation
Inputs: Staff Time Scheduling Material/Equipment Refreshments MOU/MOA	Inputs: Staff Time Scheduling Material/Equipment Refreshments MOU/MOA	Inputs: Staff Time Scheduling Material/Equipment Refreshments MOU/MOA	Inputs: Staff Time Scheduling Material/Equipment Refreshments MOU/MOA	Inputs: Staff Time Scheduling Material/Equipment Donations for Tokens if unable to obtain for free Refreshments MOU/MOA	Inputs: Staff Time Scheduling Material/Equipment Refreshments MOU/MOA	Inputs: Staff Time Scheduling Material/Equipment Refreshments MOU/MOA	Inputs: Staff Time Scheduling Material/Equipment Refreshments MOU/MOA	Inputs: Staff Time Scheduling Material/Equipment Refreshments MOU/MOA	Inputs: Staff Time Scheduling Material/Equipment Refreshments MOU/MOA

The Foundation Building Project's short term outcomes were recommended in order to attain the ability to successfully accomplish the intermediate and long term outcomes. These outcomes consisted of increasing awareness of housing-related (tenant) rights and homeownership process, and to improve the ability to access financial services, such as financial institutions. In order to meet intermediate outcome one, of improving the ability to assert housing related (tenant) rights, short term outcomes were put into place. Increasing the ability to obtain employability skills; to access job resources; to access transportation services; and to access affordable child care are the short term outcomes to reach the intermediate outcomes of both identified as first intermediate outcome and the second intermediate outcome which consists of increasing the ability to seek employment. The second intermediate outcome "Increasing the ability to seek employment" would be accomplished through the short term outcomes of: improving language skills, improving adult literacy skills, increased awareness of immigration issues and improving financial stability. With the short term and intermediate outcomes identified, this would allow for a successful long term outcome being met, which is to "Improve housing related issues and the quality of life" for those participants of the Foundation Building Project.

V. METHODOLOGY AND IMPLEMENTATION

A. PROJECT BENEFICIARIES

Foundation Building is a project that benefits the residents (specifically migrant families) Duplex City and the Northwest Neighborhood of the City of Homestead to enhance their quality of life. The residents of this community lack the necessary tools needed to progress and provide themselves and their families the daily essentials of a healthy, safe and nurturing environment.

The outcome of this project is to assist the residents with homeownership, employability skills, jobs, financial assistance, transportation services, and to acquire the knowledge of their rights as tenants and immigration rights. There is a lack of resources provided to this neighborhood and the project is intended to change these current hindering factors. By providing these gaps of services within Duplex City and the Northwest Neighborhood, it expected that livelihoods will be more safe and secure.

B. HOST ORGANIZATION/GROUP

The host organizations for this project are Homestead Weed and Seed, South Dade Weed and Seed, Inc. and the City of Homestead/Homestead Police Department. Homestead Weed and Seed serves as the lead agency for this project. This collaborative effort is a process of dedicated commitments made to the residents of this neighborhood. It is intended to afford the residents with the resources that are already in place, to come together and provide services more accessible to them.

Homestead Weed and Seed is a strategy that is comprised of residents, law enforcement, the United States Attorney's Office, local agencies and businesses. This strategy began by the United States Department of Justice in 1991 (then referred to as Operation Weed and Seed). The outcomes are to eliminate the criminal element in high crime neighborhoods. The premise behind Weed and Seed is to "Weed" out crime from a targeted area and "Seed" in positive prospering services. The key elements involved in this strategy are Law Enforcement, Prevention, Intervention and Treatment, Community Policing and Neighborhood Revitalization. Securing a safe haven is vital component to this strategy. A safe haven is a place that serves as a multi-service center that is safe and secure, and provides resources to the residents that will enhance their opportunities and skills.

South Dade Weed and Seed, Inc. is the sister agency to Homestead Weed and Seed. South Dade Weed and Seed, Inc. formerly known as Homestead/Florida City Weed and Seed, is a graduated site designated by the Office of Justice Programs, Community Capacity Development Office. This site provided and has sustained its efforts and abilities to provide the Southwest Neighborhood of the City of Homestead with a decrease in criminal activity, the revitalization and improvement to this community and additional resources available to its residents, this includes a safe haven.

The City of Homestead/Homestead Police Department is the City government and local law enforcement agency that provides access to the safe haven (facility), where this project will be offered. The partnership with this entity has allowed for a safe and secure

learning experience where residents are able to access the necessary tools to build a stronger foundation for their families. Their support and leadership, guides this local Weed and Seed site, along with the Southern District of Florida's United States Attorney's Office into a prosperous avenue for the residents of Duplex City and the Northwest Neighborhood.

C. PROJECT STAFF

The dedicated and committed staff of the Foundation Building Project consists of both staff of Homestead Weed and Seed, South Dade Weed and Seed, Inc., and the Steering Committee members. The primary staff is, Robin Wright, Foundation Building Project author and Executive Director of Homestead Weed and Seed/South Dade Weed and Seed, Inc.; Sandra Nanni, Steering Committee Member and Director/Grant Administrator, Project Start Off Smart; Toni Clark, Resident, Steering Committee Member; Debbie Lyew, Program Coordinator, Project Start Off Smart; Eric Rodriguez, Community Police Officer, Homestead Police Department; and Carlos Salgado, Steering Committee Chair and Director of Project enFamilia.

D. OTHER STAKEHOLDERS

Additional Stakeholders of the Foundation Building Project include:

- Brenda Mendez, Counselor, Redondo Elementary
- Travis Glasford, Director, Phichol Williams Community Center
- Larry O'Toole, Counselor, Homestead Middle School
- Kametra Driver, Director, WeCare of South Dade, Inc.
- Hilda Hall-Dennis, Director, Carrie P. Meek Business Incubator

- Yolanda Samaniego, Victim Advocate, Family Violence Service Partnership Network.

The additional stakeholders assisted with advice and additional guidance to help for a proficient and efficient project to provide the necessary tools to the Neighborhood targeted.

E. ROLES, TASKS AND RESPONSIBILITIES

The outcome of the collaborative partners supporting the Foundation Building Project is to ensure that the residents/participants receive all benefits that are part of this plan. The Homestead/South Dade Weed and Seed, Executive Director and author of this project played a major role in the executive, implementation, budget and successfulness of the project, this includes the overall management. Weed and Seed staff assisted in scheduling all activities and along with volunteers, the recruitment of participants. The Homestead Weed and Seed Steering Committee would oversee evaluations to insure that measurements and outcomes are being met. WeCare of South Dade and Project SOS would evaluate the components of the project. All of the components listed would be assigned and identified within the first month of execution.

F. IMPLEMENTATION PLAN

The Implementation Plan of the Foundation Building Project is the guide to the activities, timeframe, and the desired production that is used to capture the intended results. This plan was used to assure that the short, intermediate, and long term outcomes were achieved.

Figure 11

ACTIVITIES	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	OUTPUTS
Identify and schedule workshops/seminars/trainings														Resources/Agencies will be identified to provide needs of project/residents and will be scheduled throughout the year
Literature Distribution to include flyers and pamphlets Workshops on Code Compliance and Rights as Tenants														50 participants will complete workshops on tenant rights 30 participants will complete training on how to become a homeowner
Workshops Information Sessions on the banking system														50 participants will complete workshops on how to obtain checking, and savings accounts and how to obtain loans.

ACTIVITIES	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	OUTPUTS
Computer classes Employability skills training														50 participants will complete computer training; resume writing; and dress for success classes
Job Fairs and Employment Resource Fairs (to include prepartation)														50 participants will participate in Job Fairs and gain access to job resources
Access free services and possible free bus tokens														50 participants will be provided with alternative access or tokens on/for transportation services
Information sessions to access child care services and after school programs														30 participants will complete workshops on subsidized child care centers
Host ESOL classes and provide material to residents														30 participants will complete language skills classes (e.g. English as a Second Language, ESOL)
Host adult literacy classes and workshops														30 participants will complete Adult Literacy classes.
“Know your Rights” Workshops/Seminars														50 participants will attend workshops on their rights as immigrants

ACTIVITIES	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	OUTPUTS
Provide Credit Counseling Services														30 participants will complete credit counseling sessions. (e.g. Credit 101 and 102)
Evaluation														Monthly Evaluations/Monitoring will be completed.

G. BUDGET

The Foundation Building Project executed a financial plan to outline the expenses and costs associated with implementation. This budget is based on In Kind services and also fundraising efforts of the City of Homestead, Homestead Weed and Seed and Project Start Off Smart.

Figure 12

Contractual (Project Staff)	Computation	Total (In Kind)
Executive Director Homestead/South Dade Weed and Seed	10% of Annual Salary of \$60,000	6,000.00
Director/Grant Administrator Project Start Off Smart	5% of Annual Salary of \$70,000	3,500.00
Director Project enFamilia	5% of Annual Salary of \$45,000	2,250.00
Community Policing Officer Homestead Police Department	5% of Annual Salary of \$80,000	4,000.00
Program Manager Project Start Off Smart/Family Violence Service Partnership Network	10% of Annual Salary of \$60,000	6,000.00
Resident Northwest Neighborhood, City of Homestead	*5% of Annual Salary of Project Coordinator of \$47,840	2,392.00
Contractual (Project Staff) Subtotal		\$24,142.00
Contractual	Computation	Total (In Kind)
Various Agencies to be provide workshops/trainings/seminars	\$1,000 per workshop/training/seminar to be given monthly (4 per month) \$1,000 x 5 agencies	20,000.00
Contractual Subtotal		\$20,000.00
Supplies	Computation	Total
Office/Project Supplies (i.e., paper, pens, pencils, folders, notebooks, etc.)	\$300/month x 12 months	3,600.00
Software needed to support project workshops/trainings/seminar	\$500/per software x 10 focused areas	5,000.00
Supplies Subtotal		\$8,600.00
TOTAL	In Kind Services \$44,142.00 Funding \$ 8,600.00	\$52,742.00

Resident salary computation is based on Homestead/South Dade Weed and Seed Project Coordination positions at \$47,840.00 annual salary.

VI. MONITORING PLAN

A. Indicators

The indicators for the Foundation Project are derived from point of references set in the Logic Model. These indicators show the monthly achievement of outputs, the progression and completion of the activities used to achieve the outputs and the availability and use of contributions and participation. The dates show when the activity is scheduled to begin and end. The status notates what standing or stage that the activity shows progression of the Foundation Project. Timeliness records whether or not the status is done in a timely manner and whether each month if there is an activity delayed or planned to begin at a later date. The explanation of delay is noted to clarify the reasons for postponements. Alternative action explains what recourses needed to be taken to continue the activities as planned. Last, but not least, the attainment of output measures whether or not the Foundation Project is accomplishing the successes that have been targeted. The below tool was used to monitor activities performed by the Foundation Project.

B. Methods, Tools and Forms

The method used by the Foundation Building Project staff was implemented to insure that the project stayed on task and operative. The staff was assigned specific activities to make certain that the timeline was met, the quality of service was delivered, and the residents were aware of the services being offered. It was of value to have people in place to make sure that the Foundation Building Project was successfully executed and that the plan set in place was able to meet the outcomes efficiently and effectively.

Partners and staff alike complimented the Foundation Building Project through thorough implementation of the project and insightfulness of the needs of the community to be served. The success of the Foundation Building Project could not and would not be without all coming together to ensure that the execution of the plan was monitored, evaluated and enhanced when necessary. By following the Monitoring Plan and keeping focus of the overall long-term outcome, everyone involved in the project were able to keep in contact with each other through face-to-face meetings, emails, and phone conversations.

The forms used throughout the project contained instruments such as attendance records, surveys, data gathered by Code Compliance, log of inquiries, and registrations. These tools assisted in capturing some of the necessary information that allowed for evaluation of the Foundation Building Project.

The surveys (pre and post) were used to get feedback about the programs and services that made up the Foundation Building Project and to measure the effectiveness of the programs and services. Their surveys were formed to be clear, concise and to the point. The pre-surveys were analyzed and were used to become the recommendation for the course of action. The post-surveys completed were analyzed and used to find out the quality and usefulness of the course of actions taken.

Measuring some of the activities was based on actual participant attendance. This was put into place to assess how many persons participated in sessions, the frequency of their participation, and the participant's completion.

Homestead Police Departments Code Compliance was able to document, analyze and share the number of calls, inquiries and citations that was given prior to the Foundation Building Project began and during the implementation of the project. This data was most informative and allowed the residents to be better skilled in resolving issues with landlords and the community.

A log was kept of inquires of requests for services that pertained to the project and what course of action was taken to resolve these requests. The log contains information that allowed for better evaluation of the type of needs and services that are offered and if the project overlooked gaps in service to meet the long-term outcome for this neighborhood. The inquiries were from both phone calls and walk-in residents of the Northwest/Duplex City area.

Registration forms to the Safe Havens after school, leadership and summer programs were also monitored to find out how many residents from this community were seeking youth activities for the children.

Monitoring Tool

The Monitoring Tool provided a comprehensive framework for quality monitoring by facilitating the structured analysis of quality issues and the identification of explicit links among activities, developments and attainment of outputs. The tool helped to identify process elements that should not go overlooked and explore the causes and effects of performance. The table below illustrates the monitoring tool used for the Foundation Building Project.

Figure 13

ACTIVITIES	DATES	STATUS	TIMELINESS	EXPLANATION FOR DELAY	ALTERNATIVE ACTION	ATTAINMENT OF OUPUT
Identify and schedule workshops/seminars/trainings	Start: End:					Target: Resources/Agencies will be identified to provide needs of project/residents To Date:

ACTIVITIES	DATES	STATUS	TIMELINESS	EXPLANATION FOR DELAY	ALTERNATIVE ACTION	ATTAINMENT OF OUPUT
Literature Distribution to include flyers and pamphlets Workshops on Code Compliance and Rights as Tenants	Start: End:					Target: 50 participants will complete workshops on tenant rights 30 participants will complete training on how to become a Homeowner To Date:
Workshops Information Sessions on the banking system	Start: End:					Target: 50 participants will complete workshops on how to obtain checking, and savings accounts and how to obtain loans. To Date:

ACTIVITIES	DATES	STATUS	TIMELINESS	EXPLANATION FOR DELAY	ALTERNATIVE ACTION	ATTAINMENT OF OUPUT
Computer classes Employability skills training	Start: End:					Target: 50 participants will complete computer training; resume writing; and dress for success classes. To Date:
Job Fairs and Employment Resource Fairs	Start: End:					Target: 50 participants will participate in Job Fairs and gain access to job resources To Date:

ACTIVITIES	DATES	STATUS	TIMELINESS	EXPLANATION FOR DELAY	ALTERNATIVE ACTION	ATTAINMENT OF OUPUT
Access free services and possible free bus tokens	Start: End:					<p>Target: 50 participants will be provided with alternative access or tokens on/for transportation services</p> <p>To Date:</p>
Information sessions to access child care services and after school programs	Start: End:					<p>Target: 30 participants will complete workshops on subsidized child care centers</p> <p>To Date:</p>
Host ESOL classes and provide material to residents	Start: End:					<p>Target: 30 participants will complete language skills classes (e.g. English as a Second Language, ESOL)</p> <p>To Date:</p>

ACTIVITIES	DATES	STATUS	TIMELINESS	EXPLANATION FOR DELAY	ALTERNATIVE ACTION	ATTAINMENT OF OUPUT
Host adult literacy classes and workshops	Start: End:					Target: 30 participants will complete Adult Literacy classes. To Date:
“Know your Rights” Workshops/Seminars	Start: End:					Target: 50 participants will attend workshops on their rights as immigrants To Date:
Provide Credit Counseling Services	Start: End:					Target: 30 participants will complete credit counseling sessions. (e.g. Credit 101 and 102) To Date:

C. Teams/Tasks

The teams were paired with the partnering agencies based on experience and the ability to comprehend and employ the activities required. This includes following the monitoring plan, reaching out to residents, bringing on other partners, evaluating, facilitating: changes, corrections, pitfalls, and successes. All teams kept the Executive Director/Author apprised of the project and every aspect of the activities put into place. These teams also advised concerns if another route should be taken or another partner should be brought in to execute more thoroughly should a current partner not blend well or properly expose participants in the activity at hand. As the teams reported to the Executive Director/Author, the information was compiled and reported monthly to the Steering Committee/Board for further input.

D. Schedule

Prior to implementation of the Foundation Project, a timeline, which is part of the monitoring plan, was created in order to remain on task so that all efforts and services would be executed and completed in a timely fashion. Taking this approach allowed for smooth and precise inputs and outputs being met. It has also allowed help in order to monitor whether the project is on schedule. If it was not, it allowed the knowledge needed to pinpoint the remedial action necessary to put it back on schedule.

When and by forming the Monitoring Plan for the Foundation Building Project the planning and scheduling of the project allowed for the assessment of how long the project should and did take, determine the resources needed, and lay out the order in which tasks needed to be carried out. It was useful in managing the dependencies between tasks.

While the project was under way, the Monitoring Tool was useful for keeping track of its progress. It allowed immediate identification of what should have been achieved at a point in time, and therefore allowed the project implementers to take remedial action to get back on course. This became essential for the successful and reliable implementation of the project.

VII. EVALUATION

A. Evaluation variables and indicators

Prior to implementing the Foundation Building Project, the Northwest section of Homestead had to face some major challenges that affected the lives of many of the residents. Homestead Weed and Seed's Steering Committee, residents, City Council, local agencies and others have worked hard over the course of time trying to alleviate not only the criminal element, but to insure that resources are put into place and made available for this community. Efforts have been made to reassure this community that others outside their neighborhood support their well being and that their needs have not been forgotten. Due to the inability to successfully assist this community, the Executive Director, Steering Committee and staff of Homestead Weed and Seed, came together to reevaluate the conditions and situations within this area of the City of Homestead and decided that what the residents lacked most of, was the ability to claim ownership of their homes/neighborhoods, resources not being readily available, transportation, child care, education, absentee landlords, code compliance and other hindering factors, besides the high crime rate. From this reevaluation, the Executive Director (with the guidance of the Steering Committee), began the Foundation Building Project.

An analysis of Strengths, Weaknesses, Opportunity, and Threats (SWOT) were conducted and assisted the efforts to be made in a more focused, efficient and effective plan of action. The Foundation Building Project was believed to be the most effective way of revitalizing this community due to the ability of having a Steering Committee that

mirrors the community and the access to many resources that can be effectively brought into this neighborhood.

The Strengths that Homestead Weed and Seed and the targeted area have are:

- Homestead Weed and Seed had access to outside resources, through developed partnerships.
- Partnering local agencies and Community Police Officers have been dedicated in assisting residents with needs and have been in full cooperation of implementing the Foundation Project.
- Culturally diverse partners have been part of the implementation process.

The Weaknesses are:

- There are cultural issues would possibly hinder trust factors.
- Financial/funding restrictions
- Sustaining internal capabilities (funding/staff)

The Opportunities are:

- The neighborhood elementary school have allowed access to space to provide sessions needed.
- Safe Haven received donations to open a resource center to include computer technology, educational software, credit counselling, job readiness skills, reading literacy and more).
- Volunteers
- Partnerships (Consumer Credit Counselling and Homeownership, Business Incubator)
- The support of the City Council, District County Commissioner, and Police Chief.

The Threats are:

- Immigration/Homeland Security, as it relates to resident participation.
- Gang activity in the community
- Absentee landlords/landlord neglect
- Economy (foreclosures, credit qualifications, etc.)
- Limited education among residents

The SWOT analysis had allowed Homestead Weed and Seed to put things into perspective and allowed for effective strategic planning and evaluation of the promotion of the Foundation Building Project.

Besides having a designated Safe Haven that services the Northwest Section Neighborhood, there are also partnering agencies that borderline this community who had decided to lend a hand at working to better the availability of resources and education of this targeted area. Because the community is comprised of such a vast and diverse population, building trust was one of the major concerns while planning an effective way of reaching out to the residents.

The long-term, intermediate and short-term outcomes that were discussed earlier through the logic model are being evaluated through the activities (shown in the Monitoring Plan), that took place while implementing the Foundation Building Project.

- The Indicators were evaluated on all components through the number of participants who attended the activities set in place and in some cases completed the entire component (based on the activity).
- The Data Gathering Method was evaluated for all components through attendance/sign-in sheets, surveys, registrations and inquiries.

- The Sources, evaluated for all components will be based on the participants and their feedback pertaining to the attending activities and resources made available to them.
- Timeframes vary throughout the project as it pertains to when the activities took place. The timeframes consist of anywhere from quarterly, monthly, annually to bi-annually.

Through this thorough evaluation plan, Homestead Weed and Seed has built not only a form of ensuring that the Foundation Building Project was effective, but it has also allowed for a basis to assist with sustaining this Project to enhance this community and possibly other communities that have similar circumstances such as the Northwest section of Homestead.

B. Data gathering methods, tools, forms

Homestead Weed and Seed and partners have conducted a systematic method into the progress and success of the Foundation Building Project by using tools and forms to gather the proper data needed. The study and data, which support the assertion of the Foundation Building Project, can be replicated to assist other communities with providing necessary services to help them build and sustain economic development efforts.

The Foundation Building Project will present data suggesting that residents believe has been: (1) beneficial to their understanding of homeownership, banking, rights as tenants, immigration laws; (2) increased their ability to seek jobs, child care, transportation services; and (3) contributed to improving their way of living. A chart was compiled as a

method to keep track what outcomes, indicators, data gathering methods, sources, and timeframes were used to assist with the analysis of the Foundation Building Project. The forms that were used, such as: surveys, sign in sheets, and logs can be found in Appendices. These forms also assisted in the ability to provide data for the Foundation Building Project.

Figure 14

EVALUATION PLAN WORKSHEET

OUTCOMES	INDICATORS	DATA GATHERING METHOD(S)	SOURCE(S)	TIMEFRAME
Long Term Outcome: Improve Housing Related Issues and the Quality of Life	50% of the participants will improve their housing related issues	Surveys Attendance	Participants	Twice a year, every 6 months
Intermediate Outcome 1: Improve the ability to assert housing related (tenant) rights	25% of the participants will be able to improve their housing conditions with absentee landlords and Code Enforcement	Pre-Post Tenant Surveys	Participants	Quarterly
Short Term Outcome 1: Increase awareness of housing-related (tenant) rights, and homeownership process	25% of the participants will apply for first time-homebuyers programs and/or credit repair	Survey	Participants	Monthly
Short Term Outcome 2: Improve access to financial services (e.g. banks, credit unions)	15% of the participants will obtain accounts (banking/credit cards/loans)	Quarterly Survey (plan)	Participants	Four months

OUTCOMES	INDICATORS	DATA GATHERING METHOD(S)	SOURCE(S)	TIMEFRAME
Intermediate Outcome 1: Improve the ability to assert housing related (tenant) rights & Intermediate Outcome 2: Increased ability to seek employment	Not measured	Not measured	Participants	Quarterly
STO 3: Intermediate 1 & 2 Improve employability skills	25% of the participants who attended registered and completed training sessions	Sign in Sheets	Participants	11 months
STO 4: Increase access/ links to job sources	10% of the participants will be hired after attending the job fairs and/or applied for jobs on- line at the Resource Center	Survey/Follow-up	Participants	Quarterly
STO 5: Improve access transportation services	25% of the participants will acquire either tokens or passes.	Survey	Participants	10 months
STO 6: Increase access to affordable child care	25% of participants will have accessed and received Child Development Services Vouchers	Survey	Participants	Quarterly

OUTCOMES	INDICATORS	DATA GATHERING METHOD(S)	SOURCE(S)	TIMEFRAME
Intermediate Outcome 2: Increased ability to seek employment	30% of the participants will attend job fairs	Sign in Sheets	Participants	Quarterly
STO 7: Improve Language Skills	10% of participants will complete language skills course	Sign in Sheets and certificates	Participants	3 months each quarter
STO 8: Improve Adult Literacy Skills	10% of participants will successfully complete course	Sign in Sheets and certificates	Participants	Quarterly
STO 9: Improve awareness of Immigration Issues	25% of participants will complete workshops	Sign in Sheets and certificates	Participants	10months
STO 10: Improve Money Management Skills	20% of participants will complete Money Management Skills workshops	Sign in Sheets and certificates	Participants	Quarterly

C. Data Analysis

While monitoring and evaluating the Foundation Building Project, it has been found that while many people insist that they are need of services to help them improve their lifestyle and well being, they do not completely follow through when said services are provided to them. The following chart serves as a sample that allowed for the examination of the outcome of services provided and the amount of residents that actually completed or participated in the resources that were made available to them.

Participation in most resources offered were lower than what was expected, such as Credit Counseling, Literacy and ESOL workshops/classes.

The Foundation Building Project made various attempts to get the word out to the community. Local Agencies, schools, hometown newspaper and other resources were used to pass out flyers, brochures and advertisements about the numerous workshops being offered. The information was transcribed into two different languages (English and Spanish). Some workshops were given in both languages, while others had interpreters available.

D. Evaluation team/tasks

Homestead Weed and Seed and partners evaluation team prepared a detailed operational plan at the inception of the Foundation Building Project. Proper planning was essential in order to identify the activities for well-supported answers to the evaluation and to avoid unnecessary activities, effort, time and money. A logic model was created to depict

the linkages between inputs; activities; output; outcomes; short, intermediate, and long term outcomes; and the relationship in terms of criteria of relevance, efficiency, effectiveness and impact of the Foundation Building Project. A matrix was formed indicating each component, schedule, a communication and consultation plan

E. Evaluation schedule

The schedule that was put into place consisted of key staff meeting once a month to evaluate the sessions that had taken place within the month. Bi-monthly meetings were held with the Homestead Weed and Seed Steering Committee, keeping them abreast of the progress of the Foundation Building Project. The Executive Director for Weed and Seed was responsible for the overall reporting of the elements that comprise of the Foundation Building Project. The entire process was scheduled, based on a year process, however, it is intended that the Foundation Building Project will continue its efforts, not only in the targeted area, but also throughout the City of Homestead.

VIII. SUSTAINABILITY

Sustainability is the integration of economic success and social fairness into practical methods which would operate effectively and efficiently towards the future.

Sustainability is about meeting the needs of the present without compromising the ability of future needs. The Foundation Building Project would consistently find ways to sustain the efforts to provide the needed resources to the Northwest Neighborhood /Duplex City, within the City of Homestead.

Sustainability efforts include:

- Donations
- Volunteers
- Applying for grant funding
- Sponsorships
- Partnerships
- Annual funds raised from 5k Walk/Run sponsored by the City of Homestead
- Continuing needs assessment and feedback from Community
- Establish measurements to assess impacts

The efforts made toward sustaining the Foundation Building Project are that of the Executive Director/author and staff who are responsible for sustainability efforts as needed for this project. The opportunity for full participation in all the resources made

available to this community would be justly beneficial, and decision-making of this community.

The Foundation Building project began sustainability efforts through focusing on the short term outcomes and intermediate outcomes in order to successfully accomplish the long term outcomes. The activities and resources are to serve the common good, be self-renewing, and build local assets and self-reliance.

IX. RESULTS

The social, physical, and economic characteristics of the Northwest/Duplex City neighborhood in the City of Homestead has been recognized as having short to long term consequences toward the resident's quality of life. Among the most common community concerns related to the inability for the residents of the targeted area to receive a chance of having a progressive means of providing their families with a prosperous way to a decent quality of life are: the inadequate supply of affordable housing and resources for low-income persons and the increasing spatial segregation of households by income, race, ethnicity, or social class into this unsafe neighborhood. The increasing concentration of poverty has resulted in physical and social deterioration of the Northwest/Duplex City neighborhood as indicated by housing disinvestment and deterioration. The ability of informal networks to disseminate information regarding employment opportunities and available resources and promote healthy behaviors and positive life choices has also been a challenge for these residents.

What was realized by the Executive Director and Steering Committee members of Homestead Weed and Seed was that the residents were being affected by not having quality housing, poor economic situations and lack of and unavailability of resources. This exposed for the need of food, transportation, job skills, and other necessities that diverted the resident's issues and need for survival. The lack of resources for this neighborhood was associated with children's poor attendance and performance in school, lack of knowledge and resources to: awareness of housing-related (tenant) rights and

homeownership process, employable skills, links to job sources, access to transportation services, access to affordable child care, English language skills, adult literacy skills, awareness of immigration issues, money management skills, and violence

In response to the Northwest/Duplex City neighborhood, Homestead Weed and Seed's staff, Steering Committee and partners came together and formed the Foundation Building Project to provide the gaps of service that inflicted the residents with unmentionable hardships. The societal ills that have plagued the targeted area is the major focus and hurdle that will be examined and in the long run corrected.

The Foundation Building Project began with an up-to-date assessment of the targeted area, in order to provide effective community economic development interventions. The information provided will share what drives the activities that were put into place in order to meet the overall short, intermediate and long term outcomes of the project. A logic model was composed to show the outcomes, outputs, activities, and inputs of the Foundation Building Project.

The following context will outline the results of the Foundation Building Project and the progression that has been made within this community. Recommendations and data are presented to allow for replication and/or enhancement to the efforts to be made by other communities with similar needs.

The overall long term outcome was determined to be “improve housing related issues and the quality of life”, based on a needs assessment taken from surveys completed by the targeted community.

The short term outcomes were critical to meet the intermediate and long term outcomes. The Foundation Building Project short term outcomes are achievable, measurable and support the overall goal to success. In April 2009, Homestead Weed and Seed began the planning stages of the Foundation Building Project. Resources and Agencies were being identified to provide needs of project and residents and scheduling continue throughout the year. The number one concern for implementation was to find the proper location, service provider and resources that meet the intended outcomes.

Short Term Outcome 1 and 2:

- Increase awareness of housing-related (tenant) rights, and homeownership process
- Improve access to financial services (e.g. banks, credit unions)

Output 1 and 2:

- 50 participants will complete workshops on tenant rights
- 30 participants will complete training on how to become a homeowner
- 50 participants will complete workshops on how to obtain checking and savings accounts and how to obtain loans

Attainment: On June 15, 2009, the first Code Compliance and Right’s as Tenants workshop was held at the Homestead Weed and Seed Safe Haven (Community Center). The two workshops were combined due to the fact that because the majority of the

resident's lived in homes where there are absentee landlords who do not maintain the property, therefore leaving the residents to fend for themselves. Thereafter, there were four more scheduled workshops on these topics. Two of the four workshops were given in Spanish to effectively meet the needs of the residents. The workshops were given by the local Code Compliance Unit of the Homestead Police Department and a local Real Estate Agent. The local Real Estate Agent also provided a session on how to become a homeowner. Tips were given on what the benefits of homeownership, what mortgage companies look for in order to obtain financing, the pros and cons of homeownership, and the understanding the overall steps that are taken to owning a home. Out of the targeted number of 50 participants to complete the workshops on Outcome 1, there were a total of 35 participants who actually completed the workshops given, however there were a total of 54 residents who attended different sessions. When conducting follow up with participants, 3 out of the 35 participants who completed the workshops have gone forth with trying to obtain homeownership, while one has actually been approved and now is the owner and proprietor of their own home. In speaking with the Code Compliance Unit, there has been a 20% increase in calls, asking for assistance with code compliant issues. (Officer, 2010) Also, the Executive Director, a Steering Committee member, and a Code Compliance Officer road through the targeted area finding an improvement in the façade of the neighborhood. Trash cans were properly placed in the rear of the homes, there was less debris on the grounds, and very few abandoned cars were found (as compared to the many found prior to the implementation of the project). Code Compliance Officer, Homestead Weed and Seed staff, and Homestead Police Department Officers (for safety purposes) went door to door distributing an informational

flyer created by Code Compliance, throughout Duplex City, over 100 residents received detailed information pertaining to improving their neighborhood and expectations to meet code compliance.

The workshops on banking (accounts, loans) proved to be informative and beneficial. Although these sessions were delayed and had to be re-scheduled, the Foundation Building Project was able to offer the residents with four of the sessions in both English and Spanish. Two sessions were offered by one of the local banks and two sessions offered by one the local credit unions. There were a total of 53 participants who attended the sessions, out of an expected 50. We asked both the bank and credit union to try to track the participants who attended the sessions who actually came to their business for any of the services that had been offered. Business cards were given out, and on the back of the card “The Foundation Building Project” was written on them by one of the Weed and Seed staff. Between the two banking businesses, 11 cards were turned in upon either seeking or actually opening an account.

Challenges: The obstacles that had to be overcome were trying to encourage residents to participate in the workshops. It is still undetermined what the real cause of this issue is. Flyers were distributed in both English and Spanish, throughout the community, however it was expected that these workshops would have received a larger turn out based on the needs assessment.

Short term outcomes 1 and 2 were achievable and will continue throughout the existence of the Foundation Building Project.

Knowledge gained: The Foundation Building Project learned from this experience that the structure needed to be set up slightly different in order to meet the objectives of what the sessions had to offer. The structure should be set in a way that a smaller size of participants would receive the information given that would allow for more one on one consultation time by the presenters, based on the topics that were offered.

Short Term Outcome 3, 4, 5, and 6:

Improve employability skills

Increase access/ links to job sources

Improve access transportation services

Increase access to affordable child care

Output 3, 4, 5, and 6:

50 participants will complete computer training; resume writing; and dress for success

50 participants will participate in Job Fairs and gain access to job resources

50 participants will be provided with alternative access or tokens/for transportation services

30 participants will complete workshops on subsidized child care centers

Attainment: The Foundation Building Project accomplishments for outputs 3 through 6 were not as attainable as the other outputs needed for the overall project.

Due to unforeseen circumstances with the air conditioning system in the Safe Haven's Computer room/Resource Room, the computer training sessions only took place one time. This allowed for only 10 out of the 50 participants to receive an introduction to computer literacy, which was also a tie into resume writing and dress for success. This output will be continued once the air conditioning unit is repaired or another location is found, so that the residents will be able to access this resource.

The Foundation Building Project was to provide the residents with one Job Fair throughout the course of the scheduled year. The Job Fair that was held, was in September 2009 and the Safe Haven/Community Center, where 56 people participated. Local and outside businesses accepted applications (hiring or not) and supplied participants with information of their positions, qualifications, and benefit package. Also, in attendance was a local health clinic that did blood pressure and cholesterol testing (free of charge); and the Division of Driver License, who was on hand to allow residents the ability to obtain their Driver License or Florida Identification. They also provided the first 25 attendees with Florida Identification cards, without cost/charge. Due to economic issues we were unable to secure a specific number of businesses to participate in any other job fairs that were planned.

The Foundation Building Project purchased bus passes using donated funds from the annual fundraiser. These passes are given to the residents when they are seeking employment, interviewing for a job, seeking child care, or summoned to court (as a

victim of a crime). Within the time period of a year, 67 bus passes were given to residents of the targeted area. In the meantime, the City of Homestead has implemented a Northwest Master Plan, which will allow for better ways of accessing transportation throughout this community. Other efforts that are still in the planning stage are to contact Miami-Dade County and ask that more bus services be permitted throughout the targeted area.

As determined by the needs assessment taken as the basis of the Foundation Building Project, access of subsidized child care and after school programs was a challenge for the Northwest/Duplex City neighborhood residents. Four workshops were provided by two staff members of the Department of Children and Families covering topics such as: quality child care, child care costs and ways to access child care subsidies. Staff from Homestead Weed and Seed's Safe Haven, were also available to discuss afterschool program options. Out of the 30 intended participants, 61 participants attended the sessions. Because flyers were distributed about the "free" after school programs, phone calls were constantly coming in to the office. It was then decided that a log would be used to keep record of families seeking after school care. From June 2009 to March 2010 there have been a total of 47 families listed on the log. This log also provided the staff with a waitlist for prospective afterschool participants. See sample log in Appendices C.

Challenges: The only challenged faced with providing these sessions to the residents is that the demand was so much more than the supply. There is a great need for child care, whether it be day care or after care.

Knowledge gained: There was not much that could be done in order to meet the supply and demand of the workshops and information shared. The participants were given extensive information on resources for child care and after following up with some of the participants, they were able to maximize use of the information received.

Short Term Outcome 7, 8, 9, and 10

Improve Language Skills

Improve Adult Literacy Skills

Improve awareness of Immigration Issues

Improve Money Management Skills

Output 7, 8, 9, and 10:

30 participants will complete language skills classes (e.g. English as a Second Language, ESOL)

30 participants will complete Adult Literacy classes.

50 participants will attend workshops on their rights as immigrants

30 participants will complete credit counseling sessions. (e.g. Credit 101 and 102)

Attainment: The Foundation Building Project offered ESOL classes, in which there was not received a very good turnout. Based on needs assessment and the overall knowledge that the residents have had challenges with the English language it was expected that there would be at least 30 participants to successfully complete the sessions offered and

there was total of only 18 people who attended but did not complete the full session scheduled. There were a total of three sessions to be held over a three month span, and yet there was not a good response from the residents.

The Adult Literacy classes received the same response as the ESOL classes, very low participation. It was anticipated that there would be at least 30 participants to attend the four sessions offered, however, there were only 17 people who actually showed up throughout the entire Adult Literacy activity.

“Know Your Rights”, was one of the most successful activities of the Foundation Building Project. Resident’s have had major problems with Immigration and Customs Enforcement “raiding” the neighborhood, local businesses (Wal-Mart) and other places that are frequented. The local agency that provides the “Know Your Rights” workshops has already established trust and familiarity with the residents, so the comfort level was there to participate. It was expected that there would be 50 participants to attend this workshop and there were 84 residents who participated in the sessions. There is also a major event scheduled after the submission of this project to be hosted at the Safe Haven on an even larger scale. One of the partnering organizations of Homestead Weed and Seed will be hosting this “Know Your Rights” presentation. This will also be done on a larger scale allowing more of the residents to obtain even more information on immigration rights, and it will also include the Haitian population who are experiencing the consequences of the earthquake from Haiti.

Credit counseling sessions were provided to the residents of the targeted area. Out of the 30 slots that were open, 21 were actually filled. The partnering agency that provided the sessions presented information on briefly described topics such as: debt consolidation, financial management, what is meant and why it is important to have a credit score, credit repair and credit card debt. The agency also advised participants that they had the capability of assisting them with preparing household budgets. There was no tracking process in place to determine if the participants followed up with the credit counseling services.

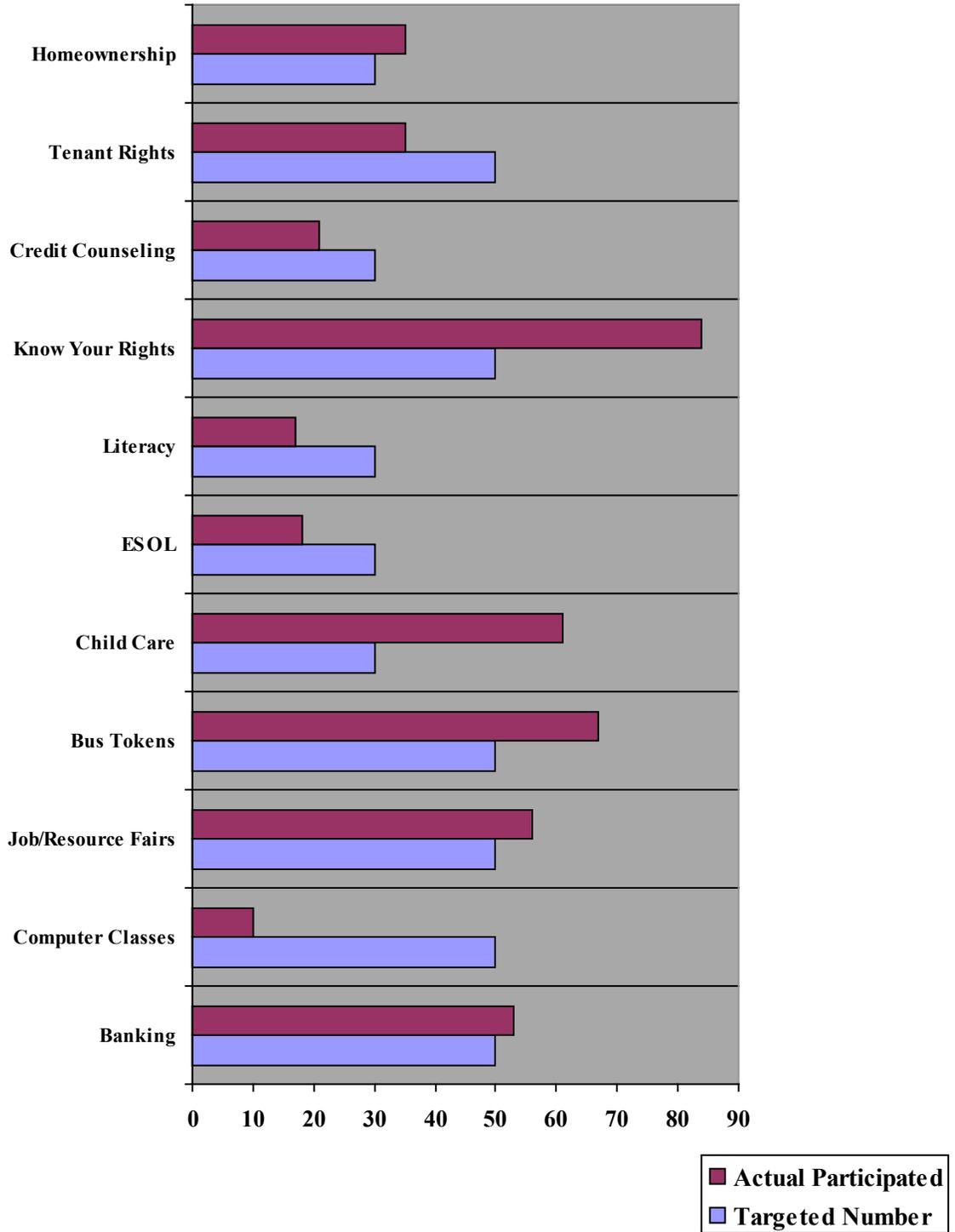
Challenges: There were not many challenges when implementing the “Know Your Rights” workshop. The only obstacles were not having enough materials readily on hand, due to the overwhelming response.

Short outcomes 7, 8, and 10 were not successfully achieved; however, short outcome 9 was the most successful component of the Foundation Building Project.

Knowledge gained: The lessons that were learned are that over preparing could not hurt anyone. Because there were future workshops scheduled materials could have been prepared in advance, and if necessary would still have been used at a later session. After thought suggestions would also be to have more staff on hand for after session one-on-one discussions/questions, and if possible be able to have Immigration Attorneys present that could speak English, Spanish and Creole.

Figure 15

Monitoring: Participation Outcome Chart (This chart depicts the participation of the described results of the outcomes/attainments of the Foundation Building Project)



X. CONCLUSIONS AND RECOMMENDATIONS

PROSPECTS ON ATTAINING INTERMEDIATE AND LONG TERM OUTCOMES: Regardless of some of the setbacks with not achieving the outputs to a few of the outcomes, there is promising signs that both of the intermediate outcomes and long term outcome will be successfully attainable. With one success story already of the family that was able to purchase a home (although outside of the area), it all stemmed from the participation in the activities from the Foundation Building Project and of course this families commitment to obtaining a better quality of life. The project will continue to implement workshops on finances/banking, “Know Your Rights”, homeownership, code compliance and other successful activities, but will outsource to local educational institutions and partnerships to provide those activities, such as ESOL, Literacy Skills, and Job Skills at the Safe Haven. Just because some of the activities were not obtainable within the one year time period, they are still concerns/issues of the residents, and they need to be addressed.

RECOMMENDATIONS: Based on the findings from the evaluation of the activities and outputs of the project, the staff and partners of the Foundation Building Project suggest that narrowing the focus of some of the short term outcomes would allow for more achievable attainments. Hindsight shows that some of the activities provided, though were shown as a major issue within the targeted area following the needs assessment, were not as openly received as more pressing issues such as those as the workshops on

Code Compliance, buying a home, and immigration rights, that would have a greater impact if they were the major focus.

Resident involvement is key, which makes the buy in for their participation necessary to coincide with the activities, outputs and overall outcomes. Structure and process also create for smooth transition and attainable, sustainable outcomes. This includes proper identification of needs; resource assessment to properly determine what resources are needed and available; proper outcome and activity setting; and an effective implementation strategy and evaluation.

Another recommendation would also be to document, monitor, review and adjust the activities as necessary. Adjustments should be made early on when there is a lack of participation and redirected on activities where the participation was stronger.

PERSONAL THOUGHTS: The Foundation Building Project represents a promising approach to assisting the residents of the Northwest/Duplex City area of the City of Homestead. Having resources available to residents no matter where they reside allows them to improve, embrace, and sustain a quality of life.

The Foundation Building Project will continue its existence under the auspices of South Dade Weed and Seed, Inc. a nonprofit organization that shares the same Steering Committee, Executive Director, and partners of Homestead Weed and Seed. However, to be effective, the project needs to be built and sustained based on the successful

approaches that were taken and/or should have been taken. The key elements of the Foundation Building Project identified include: strong leadership, diverse partnerships and coordination.

The mission of Homestead Weed and Seed is to revitalize the community both economically and socially. The Foundation Building Projects overall plan is not only part of the mission of Homestead Weed and Seed, but it also enhances the efforts made by all involved.

XI. APPENDICES

- A. Community Survey/Questionnaire (English)
- B. Community Survey/Questionnaire (Spanish)
- C. Log for Safe Haven Inquiries
- D. Information presented to participants for Child Care resources
- E. Monitoring Reports

Appendix A

FOUNDATION BUILDING PROJECT QUESTIONNAIRE

Your answers are important. Please **circle the number beneath each question** that best describes how much you agree or disagree with each statement. Marking the number one (1) means you completely disagree. Marking number five (5) means that you completely agree.

1 Disagree	2 Partly disagree	3 Not sure	4 Partly agree	5 Agree
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1. I know my rights as a tenant.

1 Disagree	2 Partly disagree	3 Not sure	4 Partly agree	5 Agree
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2. I would like gain knowledge of the homeownership process.

1 Disagree	2 Partly disagree	3 Not sure	4 Partly agree	5 Agree
---------------	----------------------	---------------	-------------------	------------

3. I would like to know how to obtain financial services. (ex. Checking/savings/loans)

1 Disagree	2 Partly disagree	3 Not sure	4 Partly agree	5 Agree
---------------	----------------------	---------------	-------------------	------------

4. I am currently seeking employment.

1 Disagree	2 Partly disagree	3 Not sure	4 Partly agree	5 Agree
---------------	----------------------	---------------	-------------------	------------

5. I know where to go to access employment.

1 Disagree	2 Partly disagree	3 Not sure	4 Partly agree	5 Agree
---------------	----------------------	---------------	-------------------	------------

6. I am interested in enhancing my job skills.

1 Disagree	2 Partly disagree	3 Not sure	4 Partly agree	5 Agree
---------------	----------------------	---------------	-------------------	------------

7. I am interested in job fairs.

1 Disagree	2 Partly disagree	3 Not sure	4 Partly agree	5 Agree
---------------	----------------------	---------------	-------------------	------------

8. I would like to further my education.

1 Disagree	2 Partly disagree	3 Not sure	4 Partly agree	5 Agree
---------------	----------------------	---------------	-------------------	------------

9. Transportation is an issue for myself and/or my family members.

1 Disagree	2 Partly disagree	3 Not sure	4 Partly agree	5 Agree
---------------	----------------------	---------------	-------------------	------------

10. Child care within my community is accessible and affordable.

1 Disagree	2 Partly disagree	3 Not sure	4 Partly agree	5 Agree
---------------	----------------------	---------------	-------------------	------------

11. I am in need of childcare in order to further my education and/or obtain a job.

1 Disagree	2 Partly disagree	3 Not sure	4 Partly agree	5 Agree
---------------	----------------------	---------------	-------------------	------------

12. I would like to learn how read and write in English.

1 Disagree	2 Partly disagree	3 Not sure	4 Partly agree	5 Agree
---------------	----------------------	---------------	-------------------	------------

13. I have knowledge of the Immigration Laws.

1 Disagree	2 Partly disagree	3 Not sure	4 Partly agree	5 Agree
---------------	----------------------	---------------	-------------------	------------

14. I am an undocumented resident.

1 Disagree	2 Partly disagree	3 Not sure	4 Partly agree	5 Agree
---------------	----------------------	---------------	-------------------	------------

15. I am a transient/temporary resident. (ex. Farmworker)

1 Disagree	2 Partly disagree	3 Not sure	4 Partly agree	5 Agree
---------------	----------------------	---------------	-------------------	------------

16. I would like to gain residency/become a citizen.

1 Disagree	2 Partly disagree	3 Not sure	4 Partly agree	5 Agree
---------------	----------------------	---------------	-------------------	------------

17. I would like to receive more information on how to improve my credit/credit score.

1 Disagree	2 Partly disagree	3 Not sure	4 Partly agree	5 Agree
---------------	----------------------	---------------	-------------------	------------

Thank you for taking the time to complete this questionnaire

Appendix B

CUESTIONARIO FOUNDATION BUILDING PROJECTO

Su respuesta es importante. Por favor **circule el número que corresponda a cada pregunta** que mejor describa si usted está de acuerdo o desacuerdo a cada declaración. El numero (1) significa que usted está completamente en desacuerdo. El numero (5) significa que usted está completamente de acuerdo.

1 En desacuerdo	2 Parcialmente en desacuerdo	3 Inseguro	4 Parcialmente de acuerdo	5 De acuerdo
--------------------	------------------------------------	---------------	---------------------------------	-----------------

1. Yo sé mis derechos de inquilino.

1 En desacuerdo	2 Parcialmente en desacuerdo	3 Inseguro	4 Parcialmente de acuerdo	5 De acuerdo
--------------------	------------------------------------	---------------	---------------------------------	-----------------

2. Me gustaría obtener conocimiento para hacerme propietario.

1 En desacuerdo	2 Parcialmente en desacuerdo	3 Inseguro	4 Parcialmente de acuerdo	5 De acuerdo
--------------------	------------------------------------	---------------	---------------------------------	-----------------

3. Me gustaría obtener información para obtener servicios financieros. (ex. Cuenta de cheques/ahorros/prestamos)

1 En desacuerdo	2 Parcialmente en desacuerdo	3 Inseguro	4 Parcialmente de acuerdo	5 De acuerdo
--------------------	------------------------------------	---------------	---------------------------------	-----------------

4. Estoy buscando empleo.

1 En desacuerdo	2 Parcialmente en desacuerdo	3 Inseguro	4 Parcialmente de acuerdo	5 De acuerdo
--------------------	------------------------------------	---------------	---------------------------------	-----------------

5. Se ha donde recurrir para empleo.

1 En desacuerdo	2 Parcialmente en desacuerdo	3 Inseguro	4 Parcialmente de acuerdo	5 De acuerdo
--------------------	------------------------------------	---------------	---------------------------------	-----------------

6. Estoy interesado en mejorar mis habilidades de trabajo.

1 En desacuerdo	2 Parcialmente en desacuerdo	3 Inseguro	4 Parcialmente de acuerdo	5 De acuerdo
--------------------	------------------------------------	---------------	---------------------------------	-----------------

7. Estoy interesado en ferias de trabajo.

1 En desacuerdo	2 Parcialmente en desacuerdo	3 Inseguro	4 Parcialmente de acuerdo	5 De acuerdo
--------------------	------------------------------------	---------------	---------------------------------	-----------------

8. Me gustaría continuar mi educación.

1 En desacuerdo	2 Parcialmente en desacuerdo	3 Inseguro	4 Parcialmente de acuerdo	5 De acuerdo
--------------------	------------------------------------	---------------	---------------------------------	-----------------

9. El transporte es un problema para mí y mi familia.

1 En desacuerdo	2 Parcialmente en desacuerdo	3 Inseguro	4 Parcialmente de acuerdo	5 De acuerdo
--------------------	------------------------------------	---------------	---------------------------------	-----------------

10. El cuidado de niños en mi comunidad es accesible y económico.

1 En desacuerdo	2 Parcialmente en desacuerdo	3 Inseguro	4 Parcialmente de acuerdo	5 De acuerdo
--------------------	------------------------------------	---------------	---------------------------------	-----------------

11. Estoy en necesidad de cuidado de niños para continuar mi educación/mantener empleo.

1 En desacuerdo	2 Parcialmente en desacuerdo	3 Insegura	4 Parcialmente de acuerdo	5 De acuerdo
--------------------	------------------------------------	---------------	---------------------------------	-----------------

12. Me gustaría aprender a leer y escribir en Inglés.

1 En desacuerdo	2 Parcialmente en desacuerdo	3 Inseguro	4 Parcialmente de acuerdo	5 De acuerdo
--------------------	------------------------------------	---------------	---------------------------------	-----------------

13. Tengo conocimiento de las leyes de Inmigración.

1 En desacuerdo	2 Parcialmente en desacuerdo	3 Inseguro	4 Parcialmente de acuerdo	5 De acuerdo
--------------------	------------------------------------	---------------	---------------------------------	-----------------

14. Soy residente indocumentado.

1 En desacuerdo	2 Parcialmente en desacuerdo	3 Inseguro	4 Parcialmente de acuerdo	5 De acuerdo
--------------------	------------------------------------	---------------	---------------------------------	-----------------

15. Soy residente temporal/transitorio. (ex. Agricultor.)

1 En desacuerdo	2 Parcialmente en desacuerdo	3 Inseguro	4 Parcialmente de acuerdo	5 De acuerdo
--------------------	------------------------------------	---------------	---------------------------------	-----------------

16. Me gustaría obtener la residencia legal/ciudadanía

1 En desacuerdo	2 Parcialmente en desacuerdo	3 Inseguro	4 Parcialmente de acuerdo	5 De acuerdo
--------------------	------------------------------------	---------------	---------------------------------	-----------------

17. Me gustaría obtener más información para mejorar mi crédito.

1 En desacuerdo	2 Parcialmente en desacuerdo	3 Inseguro	4 Parcialmente de acuerdo	5 De acuerdo
--------------------	------------------------------------	---------------	---------------------------------	-----------------

Gracias por su tiempo y cooperación.

Appendix C

Safe Haven Afterschool Program Inquiries

	Parent's Name	CONTACT #	Number of Child(ren)	Age of child(ren)
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				

CHILD CARE RESOURCES

Parents Choose Wisely:

It's a wise idea to visit and compare at least three child care settings. Make appointments with prospective caregivers and, if possible, take your child with you to the interview. Plan to spend at least 30-60 minutes visiting at each site. If possible, drop by for a second visit on another day. Contact Child Care Resource & Referral at (305) 373-3521 for a Quality Checklist for some ideas on what to look for during your visit. Depending on your particular needs, you will probably want to add some questions of your own.

Make an educated decision: Parents first concerns are for the safety, health, and well being of their children. Every facility will have different features, but you must decide which things are most important to you and your child. Before making a final decision, check the state's child care licensing website www.myflorida.com childcare for inspection information about any licensed program you are considering.

Use Resource and Referral Services

Child Care Resource and Referral (CCR&R) is a service provided by the Early Learning Coalition of Miami-Dade/Monroe. CCR&R is devoted to helping families find answers to their concerns regarding how to identify quality early education programs and how to locate a provider that meets each family's needs. We suggest that you contact CCR&R office at (305) 373-3521. Trained staff can provide you with referrals to programs that are customized to meet your family's needs, as well as referrals to other services in your community.

CCR&R services are free to anyone residing or seeking child care and early education services in Florida. When your child is in a safe, caring and quality child care setting, you will feel more at ease while you are away from your child. Child care centers may be licensed or exempt and The Agency for Workforce Innovation-Office of Early Learning Child Care Resource and Referral Network is dedicated to helping families find answers to their questions regarding how to identify quality child care and early education programs and how to locate a provider that meets the needs of each family.

The Child Care Resource & Referral Network is committed to providing on-going assistance to local Early Learning Coalitions and your local Child Care Resource and Referral service providers to improve the quality of their services to families in the State of Florida.

To learn more about the Child Care Resource & Referral Network, please call 1-866-357-3239 toll-free or 850-921-3180

VPK High Points

High quality educational program with an early literacy focus FREE for all children 4-years old by September 1 of each school year, who live in Florida

VPK Program Options

School Year Program – 540 instructional hours beginning each school year
Summer Program – 300 instructional hours beginning each summer

Get a VPK Certificate at the following locations:

West Dade Office- Kendall
11025 SW 84th Street/Bldg.11

Cutler Ridge

10710 SW 211 Street - Suite #201
Miami, Florida 33189

Culmer/Overtown Center

1600 NW 3rd Ave.
Miami, Florida 33136

Joseph Caleb Center

5400 NW 22nd Avenue, Suite 306
Miami, Florida 33142

Miami Lakes Office

15910 NW 57th Avenue
Miami, FL 33014

Providers

All VPK providers must meet high standards required by Florida law; Parents have the option of choosing the provider that meets their own family's needs. Options for parents include:

- ✓ public schools
- ✓ private child
- ✓ care centers and licensed
- ✓ family child care homes

Instructors

All VPK instructors must have a minimum of a CDA for the school year program or a Bachelor's degree for the summer program Ratios are 1 instructor to 10 children and class size will not exceed 18 children

Curriculum

Must be developmentally appropriate and focus on early literacy skills

Must prepare the child to be ready for kindergarten based on standards adopted by the State Board of Education

Transportation

Parents are responsible for their child's transportation

For additional information or questions, call CCR&R at (305) 373-3521

www.vpkflorida.org or

Call toll free 1-866-357-3239

(TTY: 711)

Dependent Care Tax Credit

This credit enables parents to deduct eligible child care expenses from their annual income tax return. The amount of the credit is deducted from the family's total tax liability and can represent a substantial savings for families.

For additional information, request Publication from the Internal Revenue Service.

800-TAX-1040

www.irs.gov

Earned Income Credit (EIC)/ Advanced Earned Income Credit

The EIC is a special tax benefit for working people who earn low or moderate incomes.

The advanced EIC allows workers who qualify to receive a portion of their income tax refund in advance in each paycheck throughout the year.

800-TAX-1040

www.irs.gov

Child Care/Financial Assistance

Parents earning low or moderate incomes may qualify for financial assistance to help pay a portion of the costs for a child care or school readiness program. To find out if you qualify or to learn about other scholarships and other financial assistance options, contact Child Care Resource & Referral at (305) 373- 3521 or visit one of the following offices nearest you:

West Dade Office- Kendall

11025 SW 84th Street/Bldg.11

Cutler Ridge

10710 SW 211 Street - Suite #201

Miami, Florida 33189

Culmer/Overtown Center

1600 NW 3rd Ave.

Miami, Florida 33136

Joseph Caleb Center

5400 NW 22nd Avenue, Suite 306
Miami, Florida 33142

Miami Lakes Office

15910 NW 57th Avenue
Miami, FL 33014

Head Start

This comprehensive program provides preschool, health, nutrition and family support services for eligible 3- and 4-yearolds prior to kindergarten. It is funded by the federal government; there are no costs to families who meet the eligibility criteria. Contact Child Care Resource & Referral at (305) 373-3521.

Americans with Disabilities Act

For general ADA information, answers to specific technical questions, free ADA materials, or information about filing a complaint, call:

800-514-0301 (voice)

800-514-0383 (TTY)

www.ada.gov

Child Care Aware

Child Care Aware is a non-profit initiative committed to helping parents find the best information on locating quality child care and child care resources in their local community; maintain links to resource and referral agencies in every state of the U.S.

800-424-2246 www.childcareaware.org.

ChildHelp National Child Abuse Hotline

The Childhelp USA® National Child Abuse Hotline is dedicated to the prevention of child abuse. Serving the United States, Canada, U.S. Virgin Islands, Puerto Rico, and Guam, the hotline is staffed 24 hours daily with professional crisis counselors who utilize a database of thousands of resources.

800-4-A-Child

www.childhelpusa.org

Department of Children & Families (DCF) Licensing Website

The Department of Children and Families is statutorily responsible for the administration of child care licensing and training throughout Florida. This program regulates licensed child care facilities, licensed family child care homes, and licensed mildly ill facilities in 60 of the 67counties in Florida.

850-921-4713

www.myflorida.com/childcare.

Florida Abuse Hotline

Provides a full range of services, from parenting classes and respite care to transportation and child care; the goal of the department is to keep children safe in their own families when possible.

800-96-ABUSE 800-96-2283

www.dcf.state.fl.us/abuse

Family Resources Florida's Central Directory of Early Childhood Services

The Central Directory provides information and referral on disabilities and special health care needs for families, service coordinators and other professionals that work with children with special needs. The Central Directory can also refer you to the local Early Steps or FDLRS Child Find

At (305) 271-9797 if you suspect your child may have a disability.

800-654-4440

www.centraldirectory.org.

Florida Child Support Enforcement

Child support services that include locating missing parents, establishing legal paternity, and establishing, enforcing, and modifying support orders.

800-622-KIDS or 800-622-5437

www.myflorida.com/dor/childsupport/

Florida KidCare

Florida KidCare is the children's health insurance program for uninsured children younger than age 19. It is made up of four parts: MediKids, Healthy Kids, Children's Medical Services (CMS) Network for children with special health care needs and Medicaid for children. The Florida KidCare program assesses eligibility based on age and family income.

888-540-5437

www.floridakidcare.com

MyFlorida.com

Florida's government website –

www.myflorida.com

National Association for the Education of Young Children

The National Association for the Education of Young Children (NAEYC) is dedicated to improving the well-being of all young children, with particular focus on the quality of educational and developmental services for all children from birth through age 8.

800-424-2460

www.naeyc.org

Parent Anonymous Hotline

A community of parents, organizations and volunteers committed to: Strengthening Families to Build Strong Communities.

909-621-6184

Parents Without Partners

Provides help to single parents by way of discussions, professional speakers, study groups, publications and social activities for families and adults.

561-391-8833

www.parentswithoutpartners.org

The Children's Forum

The Children's Forum promotes quality child care and early learning, engages parents, conducts research, and supports excellence in teaching and care giving through training and technical assistance services. The Forum's goal is to ensure that children develop the strong foundations they need beginning at birth and arrive at school ready to succeed. The Forum coordinates services with community-based early learning coalitions, child care resource and referral agencies and other organizations statewide.

888-352-4453

www.thechildrensforum.com

The Children's Trust

Summer/After-School Programs

Call "211"

www.childrenstrust.org

APPENDIX E

Monitoring Report For the Month of: April 2009

ACTIVITIES	DATES	STATUS	TIMELINESS	EXPLANATION FOR DELAY	ALTERNATIVE ACTION, IF DELAYED	ATTAINMENT OF OUPUT
Identify and schedule workshops/seminars/trainings	Start: 4/27/09 End: Ongoing	Partially completed (ongoing)	As planned			<p>Target: Resources/Agencies will be identified to provide needs of project/residents</p> <p>To Date: 9</p>
Literature Distribution to include flyers and pamphlets Workshops on Code Compliance and Rights as Tenants	Start: End:					<p>Target: 50 participants will complete workshops on tenant rights 30 participants will complete training on how to become a Homeowner</p> <p>To Date:</p>
Workshops Information Sessions on the banking system	Start: End:					<p>Target: 50 participants will complete workshops on how to obtain checking, and savings accounts and how to obtain loans.</p> <p>To Date:</p>
Computer classes Employability skills training	Start:					<p>Target: 50 participants will complete computer training; resume writing;</p>

	End:					and dress to success classes. To Date:
Job Fairs and Employment Resource Fairs	Start: End:					Target: 50 participants will participate in Job Fairs and gain access to job resources To Date:
Access free services and possible free bus tokens	Start: End:					Target: 50 participants will be provided with alternative access or tokens on/for transportation services To Date:
Information sessions to access child care services and after school programs	Start: End:					Target: 30 participants will complete workshops on subsidized child care centers To Date:
Host ESOL classes and provide material to residents	Start: End:					Target: 30 participants will complete language skills classes (e.g. English as a Second Language, ESOL) To Date:
Host adult literacy classes and workshops	Start:					Target: 30 participants will complete Adult Literacy classes.

	End:					To Date:
“Know your Rights” Workshops/Seminars	Start: End:					Target: 50 participants will attend workshops on their rights as immigrants To Date:
Provide Credit Counseling Services	Start: End:					Target: 30 participants will complete credit counseling sessions. (e.g. Credit 101 and 102) To Date:
Evaluation	Start: 4/29/09 End: 4/29/09	Fully Completed (ongoing)				Monthly Evaluations/Monitoring will be completed.

Monitoring Report For the Month of: May 2009

ACTIVITIES	DATES	STATUS	TIMELINESS	EXPLANATION FOR DELAY	ALTERNATIVE ACTION, IF DELAYED	ATTAINMENT OF OUPUT
Identify and schedule workshops/seminars/trainings	Start: 5/13/09 End: Ongoing	Partially completed (ongoing)	As planned			Target: Resources/Agencies will be identified to provide needs of project/residents To Date: 11
Literature Distribution to include flyers and pamphlets Workshops on Code Compliance and Rights as Tenants	Start: 5/18/09 End: 5/22/09	Fully completed (ongoing)	As planned			Target: 50 participants will complete workshops on tenant rights 30 participants will complete training on how to become a Homeowner To Date: 8/7
Workshops Information Sessions on the banking system	Start: End:					Target: 50 participants will complete workshops on how to obtain checking, and savings accounts and how to obtain loans. To Date:
Computer classes Employability skills training	Start:					Target: 50 participants will complete computer training; resume

	End:					writing; and dress to success classes. To Date:
Job Fairs and Employment Resource Fairs	Start: End:					Target: 50 participants will participate in Job Fairs and gain access to job resources To Date:
Access free services and possible free bus tokens	Start: End:					Target: 50 participants will be provided with alternative access or tokens on/for transportation services To Date:
Information sessions to access child care services and after school programs	Start: End:					Target: 30 participants will complete workshops on subsidized child care centers To Date:
Host ESOL classes and provide material to residents	Start: End:					Target: 30 participants will complete language skills classes (e.g. English as a Second Language, ESOL) To Date:
Host adult literacy classes	Start:					Target: 30 participants

and workshops	End:					will complete Adult Literacy classes. To Date:
“Know your Rights” Workshops/Seminars	Start: End:					Target: 50 participants will attend workshops on their rights as immigrants To Date:
Provide Credit Counseling Services	Start: End:					Target: 30 participants will complete credit counseling sessions. (e.g. Credit 101 and 102) To Date:
Evaluation	Start: 5/28/09 End: 5/28/09	Fully Completed (ongoing)				Monthly Evaluations/Monitoring will be completed.

Monitoring Report For the Month of: June 2009

ACTIVITIES	DATES	STATUS	TIMELINESS	EXPLANATION FOR DELAY	ALTERNATIVE ACTION, IF DELAYED	ATTAINMENT OF OUPUT
Identify and schedule workshops/seminars/trainings	Start: 5/13/09 End: Ongoing	Partially completed (ongoing)	As planned			Target: Resources/Agencies will be identified to provide needs of project/residents To Date: 11
Literature Distribution to include flyers and pamphlets Workshops on Code Compliance and Rights as Tenants	Start: 6/15/09 End: 6/22/09	Fully completed (ongoing)	As planned			Target: 50 participants will complete workshops on tenant rights 30 participants will complete training on how to become a Homeowner To Date: 17/19
Workshops Information Sessions on the banking system	Start: 6/10/09 End:	Not started	Delayed	Scheduling conflicts (Place and provider)	Rescheduled for November through February	Target: 50 participants will complete workshops on how to obtain checking, and savings accounts and how to obtain loans. To Date:
Computer classes Employability skills training	Start: 6/9/09	Partially Complete	Delayed	Computer glitches currently being repaired.	To continue again in August	Target: 50 participants will complete computer training; resume

	End:					writing; and dress to success classes. To Date: 10
Job Fairs and Employment Resource Fairs	Start: 9/09 End:	Not Started	As planned			Target: 50 participants will participate in Job Fairs and gain access to job resources To Date:
Access free services and possible free bus tokens	Start: 6/24/09 End: Ongoing	Partially Complete	As planned			Target: 50 participants will be provided with alternative access or tokens on/for transportation services To Date: 21
Information sessions to access child care services and after school programs	Start: 6/2/09 End: Ongoing	Partially Complete	As planned			Target: 30 participants will complete workshops on subsidized child care centers To Date: 23
Host ESOL classes and provide material to residents	Start: 6/27/09 End: Ongoing	Partially Complete	As planned			Target: 30 participants will complete language skills classes (e.g. English as a Second Language, ESOL) To Date: 5
Host adult literacy classes	Start:	Partially	As planned			Target: 30 participants

and workshops	6/11/09 End: Ongoing	Complete				will complete Adult Literacy classes. To Date: 2
“Know your Rights” Workshops/Seminars	Start: 6/27/09 End: Ongoing	Partially Complete	As planned			Target: 50 participants will attend workshops on their rights as immigrants To Date: 7
Provide Credit Counseling Services	Start: 6/20/09 End: Ongoing	Partially Complete	As planned			Target: 30 participants will complete credit counseling sessions. (e.g. Credit 101 and 102) To Date: 12
Evaluation	Start: 6/29/09 End: 6/29/09	Fully Complete (ongoing)	As planned			Monthly Evaluations/Monitoring will be completed.

Monitoring Report For the Month of: July 2009

ACTIVITIES	DATES	STATUS	TIMELINESS	EXPLANATION FOR DELAY	ALTERNATIVE ACTION, IF DELAYED	ATTAINMENT OF OUPUT
Identify and schedule workshops/seminars/trainings	Start: 7/8/09 End: Ongoing	Partially completed (ongoing)	As planned			Target: Resources/Agencies will be identified to provide needs of project/residents To Date: 12
Literature Distribution to include flyers and pamphlets Workshops on Code Compliance and Rights as Tenants	Start: 6/15/09 End: ongoing	Fully completed (ongoing)	As planned			Target: 50 participants will complete workshops on tenant rights 30 participants will complete training on how to become a Homeowner To Date: 26/24
Workshops Information Sessions on the banking system	Start: 6/10/09 End:	Not started	Delayed	Scheduling conflicts (Place and provider)	Rescheduled for November through February	Target: 50 participants will complete workshops on how to obtain checking, and savings accounts and how to obtain loans. To Date:
Computer classes Employability skills training	Start: 7/8/09	Partially Complete	Delayed	Computer glitches currently being repaired.	To continue again in August	Target: 50 participants will complete computer training; resume

	End:					writing; and dress to success classes. To Date: 10
Job Fairs and Employment Resource Fairs	Start: 9/09 End:	Not Started	As planned			Target: 50 participants will participate in Job Fairs and gain access to job resources To Date:
Access free services and possible free bus tokens	Start: 6/24/09 End: Ongoing	Partially Complete	As planned			Target: 50 participants will be provided with alternative access or tokens on/for transportation services To Date: 28
Information sessions to access child care services and after school programs	Start: 6/2/09 End: Ongoing	Partially Complete	As planned			Target: 30 participants will complete workshops on subsidized child care centers To Date: 23
Host ESOL classes and provide material to residents	Start: 6/27/09 End: Ongoing	Partially Complete	As planned			Target: 30 participants will complete language skills classes (e.g. English as a Second Language, ESOL) To Date: 5
Host adult literacy classes	Start:	Partially	As planned			Target: 30 participants

and workshops	6/11/09 End: Ongoing	Complete				will complete Adult Literacy classes. To Date: 5
“Know your Rights” Workshops/Seminars	Start: 6/27/09 End: Ongoing	Partially Complete	As planned			Target: 50 participants will attend workshops on their rights as immigrants To Date: 14
Provide Credit Counseling Services	Start: 6/20/09 End: Ongoing	Partially Complete	As planned			Target: 30 participants will complete credit counseling sessions. (e.g. Credit 101 and 102) To Date: 12
Evaluation	Start: 7/30/09 End: 7/31/09	Fully Completed (ongoing)				Monthly Evaluations/Monitoring will be completed.

Monitoring Report For the Month of: August 2009

ACTIVITIES	DATES	STATUS	TIMELINESS	EXPLANATION FOR DELAY	ALTERNATIVE ACTION, IF DELAYED	ATTAINMENT OF OUPUT
Identify and schedule workshops/seminars/trainings	Start: 6/15/09 End: Ongoing	Partially completed (ongoing)	As planned			Target: Resources/Agencies will be identified to provide needs of project/residents To Date: 12
Literature Distribution to include flyers and pamphlets Workshops on Code Compliance and Rights as Tenants	Start: 6/15/09 End: ongoing	Fully completed (ongoing)	As planned			Target: 50 participants will complete workshops on tenant rights 30 participants will complete training on how to become a Homeowner To Date: 26/24
Workshops Information Sessions on the banking system	Start: 6/10/09 End:	Not started	Delayed	Scheduling conflicts (Place and provider)	Rescheduled for November through February	Target: 50 participants will complete workshops on how to obtain checking, and savings accounts and how to obtain loans. To Date:
Computer classes Employability skills training	Start: 7/8/09	Partially Complete	Delayed	Computer glitches currently being repaired.	To continue again in September	Target: 50 participants will complete computer training; resume

	End:			Air conditioning broke in computer room.		writing; and dress to success classes. To Date: 10
Job Fairs and Employment Resource Fairs	Start: 9/09 End:	Not Started	As planned			Target: 50 participants will participate in Job Fairs and gain access to job resources To Date:
Access free services and possible free bus tokens	Start: 6/24/09 End: Ongoing	Partially Complete	As planned			Target: 50 participants will be provided with alternative access or tokens on/for transportation services To Date: 35
Information sessions to access child care services and after school programs	Start: 6/2/09 End: Ongoing	Partially Complete	As planned			Target: 30 participants will complete workshops on subsidized child care centers To Date: 23
Host ESOL classes and provide material to residents	Start: 6/27/09 End: Ongoing	Partially Complete	As planned			Target: 30 participants will complete language skills classes (e.g. English as a Second Language, ESOL) To Date: 5
Host adult literacy classes	Start:	Partially	As planned			Target: 30 participants

and workshops	6/11/09 End: Ongoing	Complete				will complete Adult Literacy classes. To Date: 11
“Know your Rights” Workshops/Seminars	Start: 6/27/09 End: Ongoing	Partially Complete	As planned			Target: 50 participants will attend workshops on their rights as immigrants To Date: 22
Provide Credit Counseling Services	Start: 6/20/09 End: Ongoing	Partially Complete	As planned			Target: 30 participants will complete credit counseling sessions. (e.g. Credit 101 and 102) To Date: 12
Evaluation	Start: 8/28/09 End: 8/31/09	Fully Completed (ongoing)				Monthly Evaluations/Monitoring will be completed.

Monitoring Report For the Month of: September 2009

ACTIVITIES	DATES	STATUS	TIMELINESS	EXPLANATION FOR DELAY	ALTERNATIVE ACTION, IF DELAYED	ATTAINMENT OF OUPUT
Identify and schedule workshops/seminars/trainings	Start: 6/15/09 End: Ongoing	Partially completed (ongoing)	As planned			Target: Resources/Agencies will be identified to provide needs of project/residents To Date: 12
Literature Distribution to include flyers and pamphlets Workshops on Code Compliance and Rights as Tenants	Start: 6/15/09 End: ongoing	Fully completed (ongoing)	As planned			Target: 50 participants will complete workshops on tenant rights 30 participants will complete training on how to become a Homeowner To Date: 26/24
Workshops Information Sessions on the banking system	Start: 6/10/09 End:	Not started	Delayed	Scheduling conflicts (Place and provider)	Rescheduled for November through February	Target: 50 participants will complete workshops on how to obtain checking, and savings accounts and how to obtain loans. To Date:
Computer classes Employability skills training	Start: 7/8/09	Partially Complete	Delayed	Computer glitches currently being repaired.	To continue again in September	Target: 50 participants will complete computer training; resume

	End:			Air conditioning broke in computer room.		writing; and dress to success classes. To Date: 10
Job Fairs and Employment Resource Fairs	Start: 9/09 End: Ongoing	Partially Complete	As planned			Target: 50 participants will participate in Job Fairs and gain access to job resources To Date: 42
Access free services and possible free bus tokens	Start: 6/24/09 End: Ongoing	Partially Complete	As planned			Target: 50 participants will be provided with alternative access or tokens on/for transportation services To Date: 38
Information sessions to access child care services and after school programs	Start: 6/2/09 End: Ongoing	Partially Complete	As planned			Target: 30 participants will complete workshops on subsidized child care centers To Date: 35
Host ESOL classes and provide material to residents	Start: 6/27/09 End: Ongoing	Partially Complete	As planned			Target: 30 participants will complete language skills classes (e.g. English as a Second Language, ESOL) To Date: 17
Host adult literacy classes	Start:	Partially	As planned			Target: 30 participants

and workshops	6/11/09 End: Ongoing	Complete				will complete Adult Literacy classes. To Date: 11
“Know your Rights” Workshops/Seminars	Start: 6/27/09 End: Ongoing	Partially Complete	As planned			Target: 50 participants will attend workshops on their rights as immigrants To Date: 22
Provide Credit Counseling Services	Start: 6/20/09 End: Ongoing	Partially Complete	As planned			Target: 30 participants will complete credit counseling sessions. (e.g. Credit 101 and 102) To Date: 12
Evaluation	Start: 9/28/09 End: 9/29/09	Fully Completed (ongoing)				Monthly Evaluations/Monitoring will be completed.

Monitoring Report For the Month of: October 2009

ACTIVITIES	DATES	STATUS	TIMELINESS	EXPLANATION FOR DELAY	ALTERNATIVE ACTION, IF DELAYED	ATTAINMENT OF OUPUT
Identify and schedule workshops/seminars/trainings	Start: 6/15/09 End: Ongoing	Partially completed (ongoing)	As planned			Target: Resources/Agencies will be identified to provide needs of project/residents To Date: 12
Literature Distribution to include flyers and pamphlets Workshops on Code Compliance and Rights as Tenants	Start: 6/15/09 End: ongoing	Fully completed (ongoing)	As planned			Target: 50 participants will complete workshops on tenant rights 30 participants will complete training on how to become a Homeowner To Date: 31/28
Workshops Information Sessions on the banking system	Start: 6/10/09 End:	Not started	Delayed	Scheduling conflicts (Place and provider)	Rescheduled for November through February	Target: 50 participants will complete workshops on how to obtain checking, and savings accounts and how to obtain loans. To Date:
Computer classes Employability skills training	Start: 7/8/09	Partially Complete	Delayed	Computer glitches currently being repaired.	To continue again in January	Target: 50 participants will complete computer training; resume

	End:			Air conditioning (still) broke in computer room.		writing; and dress to success classes. To Date: 10
Job Fairs and Employment Resource Fairs	Start: 9/09 End: Ongoing	Partially Complete	As planned			Target: 50 participants will participate in Job Fairs and gain access to job resources To Date: 42
Access free services and possible free bus tokens	Start: 6/24/09 End: Ongoing	Partially Complete	As planned			Target: 50 participants will be provided with alternative access or tokens on/for transportation services To Date: 40
Information sessions to access child care services and after school programs	Start: 6/2/09 End: Ongoing	Partially Complete	As planned			Target: 30 participants will complete workshops on subsidized child care centers To Date: 35
Host ESOL classes and provide material to residents	Start: 6/27/09 End: Ongoing	Partially Complete	As planned			Target: 30 participants will complete language skills classes (e.g. English as a Second Language, ESOL) To Date: 18
Host adult literacy classes	Start:	Partially	As planned			Target: 30 participants

and workshops	6/11/09 End: Ongoing	Complete				will complete Adult Literacy classes. To Date: 11
“Know your Rights” Workshops/Seminars	Start: 6/27/09 End: Ongoing	Partially Complete	As planned			Target: 50 participants will attend workshops on their rights as immigrants To Date: 27
Provide Credit Counseling Services	Start: 6/20/09 End: Ongoing	Partially Complete	As planned			Target: 30 participants will complete credit counseling sessions. (e.g. Credit 101 and 102) To Date: 18
Evaluation	Start: 10/29/09 End: 10/29/09	Fully Completed (ongoing)				Monthly Evaluations/Monitoring will be completed.

Monitoring Report For the Month of: November 2009

ACTIVITIES	DATES	STATUS	TIMELINESS	EXPLANATION FOR DELAY	ALTERNATIVE ACTION, IF DELAYED	ATTAINMENT OF OUPUT
Identify and schedule workshops/seminars/trainings	Start: 6/15/09 End: Ongoing	Partially completed (ongoing)	As planned			Target: Resources/Agencies will be identified to provide needs of project/residents To Date: 13
Literature Distribution to include flyers and pamphlets Workshops on Code Compliance and Rights as Tenants	Start: 6/15/09 End: ongoing	Fully completed (ongoing)	As planned			Target: 50 participants will complete workshops on tenant rights 30 participants will complete training on how to become a Homeowner To Date: 31/28
Workshops Information Sessions on the banking system	Start: 6/10/09 End:	Not started	Delayed	Scheduling conflicts (Place and provider)	Rescheduled for January through April	Target: 50 participants will complete workshops on how to obtain checking, and savings accounts and how to obtain loans. To Date:
Computer classes Employability skills training	Start: 7/8/09	Partially Complete	Delayed	Computer glitches currently being repaired.	To continue again in January	Target: 50 participants will complete computer training; resume

	End:			Air conditioning (still) broke in computer room.		writing; and dress to success classes. To Date: 10
Job Fairs and Employment Resource Fairs	Start: 9/09 End: Ongoing	Partially Complete	As planned			Target: 50 participants will participate in Job Fairs and gain access to job resources To Date: 42
Access free services and possible free bus tokens	Start: 6/24/09 End: Ongoing	Partially Complete	As planned			Target: 50 participants will be provided with alternative access or tokens on/for transportation services To Date: 40
Information sessions to access child care services and after school programs	Start: 6/2/09 End: Ongoing	Partially Complete	As planned			Target: 30 participants will complete workshops on subsidized child care centers To Date: 35
Host ESOL classes and provide material to residents	Start: 6/27/09 End: Ongoing	Partially Complete	As planned			Target: 30 participants will complete language skills classes (e.g. English as a Second Language, ESOL) To Date: 18
Host adult literacy classes	Start:	Partially	As planned			Target: 30 participants

and workshops	6/11/09 End: Ongoing	Complete				will complete Adult Literacy classes. To Date: 11
“Know your Rights” Workshops/Seminars	Start: 6/27/09 End: Ongoing	Partially Complete	As planned			Target: 50 participants will attend workshops on their rights as immigrants To Date: 34
Provide Credit Counseling Services	Start: 6/20/09 End: Ongoing	Partially Complete	As planned			Target: 30 participants will complete credit counseling sessions. (e.g. Credit 101 and 102) To Date: 18
Evaluation	Start: 10/29/09 End: 10/29/09	Fully Completed (ongoing)				Monthly Evaluations/Monitoring will be completed.

Monitoring Report For the Month of: December 2009

ACTIVITIES	DATES	STATUS	TIMELINESS	EXPLANATION FOR DELAY	ALTERNATIVE ACTION, IF DELAYED	ATTAINMENT OF OUPUT
Identify and schedule workshops/seminars/trainings	Start: 6/15/09 End: Ongoing	Partially completed (ongoing)	As planned			Target: Resources/Agencies will be identified to provide needs of project/residents To Date: 14
Literature Distribution to include flyers and pamphlets Workshops on Code Compliance and Rights as Tenants	Start: 6/15/09 End: ongoing	Fully completed (ongoing)	As planned			Target: 50 participants will complete workshops on tenant rights 30 participants will complete training on how to become a Homeowner To Date: 31/28
Workshops Information Sessions on the banking system	Start: 6/10/09 End:	Not started	Delayed	Scheduling conflicts (Place and provider)	Rescheduled for January through April	Target: 50 participants will complete workshops on how to obtain checking, and savings accounts and how to obtain loans. To Date:
Computer classes Employability skills training	Start: 7/8/09	Partially Complete	Delayed	Computer glitches currently being repaired.	To continue again in January	Target: 50 participants will complete computer training; resume

	End:			Air conditioning (still) broke in computer room.		writing; and dress to success classes. To Date: 10
Job Fairs and Employment Resource Fairs	Start: 9/09 End: Ongoing	Partially Complete	Postponed	Unable to get agencies to commit due to holidays and economy	Will plan for March or April	Target: 50 participants will participate in Job Fairs and gain access to job resources To Date: 56
Access free services and possible free bus tokens	Start: 6/24/09 End: Ongoing	Partially Complete	As planned			Target: 50 participants will be provided with alternative access or tokens on/for transportation services To Date: 40
Information sessions to access child care services and after school programs	Start: 6/2/09 End: Ongoing	Partially Complete	As planned			Target: 30 participants will complete workshops on subsidized child care centers To Date: 44
Host ESOL classes and provide material to residents	Start: 6/27/09 End: Ongoing	Partially Complete	As planned	No show from residents	Will plan February	Target: 30 participants will complete language skills classes (e.g. English as a Second Language, ESOL) To Date: 18
Host adult literacy classes	Start:	Partially	As planned			Target: 30 participants

and workshops	6/11/09 End: Ongoing	Complete	Small turnout			will complete Adult Literacy classes. To Date: 15
“Know your Rights” Workshops/Seminars	Start: 6/27/09 End: Ongoing	Partially Complete	As planned	Delayed No show from residents	Reschedule for February	Target: 50 participants will attend workshops on their rights as immigrants To Date: 34
Provide Credit Counseling Services	Start: 6/20/09 End: Ongoing	Partially Complete	As planned			Target: 30 participants will complete credit counseling sessions. (e.g. Credit 101 and 102) To Date: 18
Evaluation	Start: 12/30/09 End: 12/30/09	Fully Completed (ongoing)				Monthly Evaluations/Monitoring will be completed.

Monitoring Report For the Month of: January 2010

ACTIVITIES	DATES	STATUS	TIMELINESS	EXPLANATION FOR DELAY	ALTERNATIVE ACTION, IF DELAYED	ATTAINMENT OF OUPUT
Identify and schedule workshops/seminars/trainings	Start: 6/15/09 End: Ongoing	Partially completed (ongoing)	As planned			Target: Resources/Agencies will be identified to provide needs of project/residents To Date: 16
Literature Distribution to include flyers and pamphlets Workshops on Code Compliance and Rights as Tenants	Start: 6/15/09 End: Complete 1/27/10	Fully completed	As planned			Target: 50 participants will complete workshops on tenant rights 30 participants will complete training on how to become a Homeowner To Date: 35/54
Workshops Information Sessions on the banking system	Start: 1/19/10 End: Ongoing	Partially	As planned			Target: 50 participants will complete workshops on how to obtain checking, and savings accounts and how to obtain loans. To Date: 15
Computer classes Employability skills training	Start: 7/8/09	Partially Complete	Cancelled	Computer glitches currently being repaired.	Cancelled for this time period, but will continue you	Target: 50 participants will complete computer training; resume

	End: Cancelled			Air conditioning (still) broke in computer room.	to try and implement next year 2011	writing; and dress to success classes. To Date: 10
Job Fairs and Employment Resource Fairs	Start: 9/09 End: Ongoing	Partially Complete	Postponed	Unable to confirm event details until May 2010	Planning to take place in May 2010	Target: 50 participants will participate in Job Fairs and gain access to job resources To Date: 56
Access free services and possible free bus tokens	Start: 6/24/09 End: Ongoing	Partially Complete	As planned			Target: 50 participants will be provided with alternative access or tokens on/for transportation services To Date: 52
Information sessions to access child care services and after school programs	Start: 6/2/09 End: Ongoing	Partially Complete	As planned			Target: 30 participants will complete workshops on subsidized child care centers To Date: 44
Host ESOL classes and provide material to residents	Start: 6/27/09 End: Ongoing	Partially Complete	As planned	No show from residents	Will plan February	Target: 30 participants will complete language skills classes (e.g. English as a Second Language, ESOL) To Date: 18
Host adult literacy classes	Start:	Partially	As planned			Target: 30 participants

and workshops	6/11/09 End: Ongoing	Complete				will complete Adult Literacy classes. To Date: 15
“Know your Rights” Workshops/Seminars	Start: 6/27/09 End: Ongoing	Partially Complete	As planned	Delayed	Reschedule for February	Target: 50 participants will attend workshops on their rights as immigrants To Date: 34
Provide Credit Counseling Services	Start: 6/20/09 End: Ongoing	Partially Complete	As planned			Target: 30 participants will complete credit counseling sessions. (e.g. Credit 101 and 102) To Date: 18
Evaluation	Start: 1/29/10 End: 1/29/10	Fully Completed (ongoing)				Monthly Evaluations/Monitoring will be completed.

Monitoring Report For the Month of: February 2010

ACTIVITIES	DATES	STATUS	TIMELINESS	EXPLANATION FOR DELAY	ALTERNATIVE ACTION, IF DELAYED	ATTAINMENT OF OUPUT
Identify and schedule workshops/seminars/trainings	Start: 6/15/09 End: Ongoing	Partially completed (ongoing)	As planned			Target: Resources/Agencies will be identified to provide needs of project/residents To Date: 16
Literature Distribution to include flyers and pamphlets Workshops on Code Compliance and Rights as Tenants	Start: 6/15/09 End: Complete 1/27/10	Fully completed	As planned			Target: 50 participants will complete workshops on tenant rights 30 participants will complete training on how to become a Homeowner To Date: 35/54
Workshops Information Sessions on the banking system	Start: 1/19/10 End: Ongoing	Partially	As planned			Target: 50 participants will complete workshops on how to obtain checking, and savings accounts and how to obtain loans. To Date: 33
Computer classes Employability skills training	Start: 7/8/09	Partially Complete	Cancelled	Computer glitches currently being repaired.	Cancelled for this time period, but will continue you	Target: 50 participants will complete computer training; resume

	End: Cancelled			Air conditioning (still) broke in computer room.	to try and implement next year 2011	writing; and dress to success classes. To Date: 10
Job Fairs and Employment Resource Fairs	Start: 9/09 End: Ongoing	Partially Complete	Postponed	Unable to confirm event details until May 2010	Planning to take place in May 2010	Target: 50 participants will participate in Job Fairs and gain access to job resources To Date: 56
Access free services and possible free bus tokens	Start: 6/24/09 End: Ongoing	Partially Complete	As planned			Target: 50 participants will be provided with alternative access or tokens on/for transportation services To Date: 52
Information sessions to access child care services and after school programs	Start: 6/2/09 End: Ongoing	Partially Complete	As planned			Target: 30 participants will complete workshops on subsidized child care centers To Date: 44
Host ESOL classes and provide material to residents	Start: 6/27/09 End: Ongoing	Partially Complete	As planned	No show from residents	Will plan February	Target: 30 participants will complete language skills classes (e.g. English as a Second Language, ESOL) To Date: 18
Host adult literacy classes	Start:	Partially	As planned			Target: 30 participants

and workshops	6/11/09 End: Ongoing	Complete				will complete Adult Literacy classes. To Date: 15
“Know your Rights” Workshops/Seminars	Start: 6/27/09 End: Ongoing	Partially Complete	As planned	Delayed	Reschedule for February	Target: 50 participants will attend workshops on their rights as immigrants To Date: 68
Provide Credit Counseling Services	Start: 6/20/09 End: 2/25/10	Complete	As planned			Target: 30 participants will complete credit counseling sessions. (e.g. Credit 101 and 102) To Date: 21
Evaluation	Start: 3/2/10 End: 3/2/10	Completed				Monthly Evaluations/Monitoring will be completed.

Monitoring Report For the Month of: March 2010

ACTIVITIES	DATES	STATUS	TIMELINESS	EXPLANATION FOR DELAY	ALTERNATIVE ACTION, IF DELAYED	ATTAINMENT OF OUPUT
Identify and schedule workshops/seminars/trainings	Start: 6/15/09 End: Ongoing	Complete	As planned			Target: Resources/Agencies will be identified to provide needs of project/residents To Date: 17
Literature Distribution to include flyers and pamphlets Workshops on Code Compliance and Rights as Tenants	Start: 6/15/09 End: Complete 1/27/10	Complete	As planned			Target: 50 participants will complete workshops on tenant rights 30 participants will complete training on how to become a Homeowner To Date: 35/54
Workshops Information Sessions on the banking system	Start: 1/19/10 End: 3/23/10	Complete	As planned			Target: 50 participants will complete workshops on how to obtain checking, and savings accounts and how to obtain loans. To Date: 53
Computer classes Employability skills training	Start: 7/8/09	Partially Complete	Cancelled	Computer glitches currently being repaired.	Cancelled for this time period, but will continue you	Target: 50 participants will complete computer training; resume

	End: Cancelled			Air conditioning (still) broke in computer room.	to try and implement next year 2011	writing; and dress to success classes. To Date: 10
Job Fairs and Employment Resource Fairs	Start: 9/09 End: Ongoing	Complete But will continue	Postponed	Unable to confirm event details until May 2010	Planning to take place in May 2010	Target: 50 participants will participate in Job Fairs and gain access to job resources To Date: 56
Access free services and possible free bus tokens	Start: 6/24/09 End: 3/31/10	Complete	As planned			Target: 50 participants will be provided with alternative access or tokens on/for transportation services To Date: 67
Information sessions to access child care services and after school programs	Start: 6/2/09 End: 3/31/10	Complete	As planned			Target: 30 participants will complete workshops on subsidized child care centers To Date: 61
Host ESOL classes and provide material to residents	Start: 6/27/09 End: 3/31/10	Complete	As planned			Target: 30 participants will complete language skills classes (e.g. English as a Second Language, ESOL) To Date: 18
Host adult literacy classes	Start:	Complete	As planned			Target: 30 participants

and workshops	6/11/09 End: 3/31/10					will complete Adult Literacy classes. To Date: 17
“Know your Rights” Workshops/Seminars	Start: 6/27/09 End: 3/31/10	Complete	As planned			Target: 50 participants will attend workshops on their rights as immigrants To Date: 84
Provide Credit Counseling Services	Start: 6/20/09 End: 3/31/10	Complete	As planned			Target: 30 participants will complete credit counseling sessions. (e.g. Credit 101 and 102) To Date: 21
Evaluation	Start: 4/2/10 End: 4/2/10	Complete				Monthly Evaluations/Monitoring will be completed.

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