



**COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) PROGRAM
CONSOLIDATED ANNUAL PERFORMANCE EVALUATION REPORT
(CAPER)
FY 2021/2022**

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**Submitted to:
Department of Housing and Urban Development Miami Field Office**

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EXECUTIVE SUMMARY

The City of Tamarac receives Community Development Block Grant (CDBG) funds each year from the U.S. Department of Housing and Urban Development (HUD). In addition to CDBG funds, the City of Tamarac is an entitlement agency of the State Housing Initiative Partnership Program (SHIP) and is a member of the Broward County Consortium of Home Investment Partnership Program (HOME). The Consolidated Annual Performance Evaluation Report (CAPER) details the City's past year performance relative to the expenditure of Community Development Block Grant (CDBG) funds to accomplish those goals stated in the Five-Year Consolidated Plan and its corresponding Annual Action Plan.

The October 1, 2021 through September 30, 2022 funding period covered by this CAPER reflects the progress made in achieving the annual funding goals and priorities established by the City of Tamarac. The Twentyssecond Year of grant allocation, totaling \$398,474 and federal compliance actions associated with the receipt of HUD funds is the primary focus of the CAPER. The activities conducted with CDBG funds consist of affordable housing and public/social services. The CAPER also addressed other public and private resources used in accomplishing affordable housing and social services activities. Of note, *Expended amounts* are actual costs that the City has been reimbursed for and is reflected on the Integrated Disbursement Information System (IDIS) system. *Encumbered amounts* are amounts that are not yet reimbursed to the City and/or amounts awarded for work in progress.

In summary, the City of Tamarac accomplished the following:

Annual Action Plan Goal for Affordable Housing: The City of Tamarac proposed to provide assistance to Seven (7) Households with rehabilitation of owner occupied housing

Goal Outcome for Affordable Housing: Although we are still experiencing some of the lagging effects of COVID-19 and scarcity of certain construction materials, our program to preserve affordable housing is successful. Forty eight (48) households received mortgage, rent, utility and HOA fee assistance through the emergency residential assistance program in this program year with CDBG-CV funding. Notwithstanding the state of the construction industry and material shortage, eight (8) families received rehabilitation assistance under the Annual Action Plan during the 2021/2022 program year, exceeding our goal. Of the eight projects, four are in the later part of the construction phase due to scarcity and extended lead times for certain construction material.

Annual Action Plan Goal for Public/Social Services: The City of Tamarac proposed to provide public service assistance to 150 LMI persons/households through its public service program.

Goal Outcome for Public/Social Services: Three hundred seventy five (375) households received public/social service assistance during the 2021/2022 program year thereby exceeding the goal.

These services include youth intervention, feeding seniors, disaster preparedness education and hurricane supplies, and home maintenance counseling.

CR-05 - Goals and Outcomes

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

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

The City of Tamarac has prepared the FY 2021-2022 Consolidated Annual Performance and Evaluation Report (CAPER) as required by the U.S. Department of Housing and Urban Development (HUD) which describes the use of CDBG funds during the first program year of the 2020-2024 Consolidated Plan period. All activities undertaken by the City benefit very low (below 30% AMI), low (below 50% AMI), and moderate (below 80%) income persons.

The 2020-2024 Five (5) Year Consolidated Plan addressed the City's needs via the following goals and related corresponding priorities summarized below:

- Provide funding assistance to maintain the supply of affordable housing through rehabilitation of older units especially that available to low and moderate income persons within the City.
- Preserve existing housing stock through assistance by the Code Enforcement Division and Building Department.
- Encourage the construction of high quality affordable rental and owner-occupied housing.
- Provide first-time homeownership opportunities, which include includes down payment and or closing costs for low and moderate income residents.
- On-going coordination for services and housing for the homeless.
- Provide public services based on the demand and needs of the residents

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

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

Goal	Category	Source / Amount	Indicator	Unit of Measure	Expected – Strategic Plan	Actual – Strategic Plan	Percent Complete	Expected – Program Year	Actual – Program Year	Percent Complete
1A Provide Supportive Services LMI & Special Needs	Non-Homeless Special Needs Non-Housing Community Development	CDBG: \$	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	750	693	92.40%	122	375	307.38%
2A Preserve Existing Homeowner Housing	Affordable Housing	CDBG: \$	Homeowner Housing Rehabilitated	Household Housing Unit	40	17	42.50%	7	8	114.29%

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

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

The City of Tamarac continues to promote high quality housing development, as well as quality maintenance of the City's existing housing stock by residents. Table 1 details the progress made by the City towards achieving and addressing all priority objectives as identified in the 2020-2024 five (5) year Consolidated Plan. Both the City's owner-occupied housing rehabilitation program and the Purchase Assistance program are designed to address these needs, increasing the affordability of safe and decent housing, while maintaining the City's affordable housing stock.

Comparison of the Proposed versus actual outcomes

The information provided in this CAPER provides a review of the uses and accomplishments associated with FY 2021/2022. Below is a brief summary of the accomplishments. For FY 2021/2022, the City of Tamarac proposed to serve 150 unduplicated residents through Public Service programs: (1). Senior Feeding Program provides funding a local organization to provide home delivered meals to identified seniors in the City of Tamarac. The goal was 11 seniors but 42 seniors were served; (2). Preventive Services/Intervention Services for Youths - provides funding for organization that currently provide services to youths living in the City of Tamarac, who are deemed homeless, or currently receiving free and reduced lunches in the Broward County School system, and funding for local organizations that are currently providing services to youths living in the City of Tamarac, who are deemed abused, neglected, and abandoned with an open active dependency case in Broward County. Our goal was to serve 75 children and we met our goal; and (3). Disaster Preparedness Education and Supplies Program provided 250 residents with disaster preparedness education and hurricane supplies. This activity was extremely successful as 125 households were proposed but we assisted 250 households, doubling our goal. For FY 2021/2022, the City of Tamarac proposed to assist 7 households under Minor Home Rehabilitation. The City assisted 8 households, meeting and exceeding our goal. The 8 households that received rehabilitation assistance also received home maintenance information as a public service.

CR-10 - Racial and Ethnic composition of families assisted

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

	CDBG
White	75
Black or African American	45
Asian	1
American Indian or American Native	4
Native Hawaiian or Other Pacific Islander	0
Total	125
Hispanic	32
Not Hispanic	93

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

Narrative

The racial/ethnic composition of those assisted through CDBG in FY 2021/2022 are as follows: 75 White, 45 Black, 1 Asian and 4 multi racial. Of the 125 households served, 32 households were of Hispanic ethnicity and 42 household were classified as elderly. In the Minor Home Repair or rehab program, the City assisted two (2) resident classified as special needs. There were also 250 households served in the disaster preparedness education program. However, the 250 households is not represented in the chart/table above because the activity was completed as area benefit (LMA) and therefore racial and ethnic profiles were not captured. The 250 households were counted in the Goals and Outcomes section (CR-05) of this report.

CR-15 - Resources and Investments 91.520(a)

Identify the resources made available

Source of Funds	Source	Resources Made Available	Amount Expended During Program Year
CDBG	public - federal	398,474	520,078

Table 3 - Resources Made Available

Narrative

The CDBG resources available for the implementation of projects for FY2021/2022 is \$398,474. The City has expended \$520,078.00; this total includes draws made from activities under prior fiscal years.

The HOME resources available for the implementation of projects was \$114,584. The City has expended \$171,244, this total includes activities completed with prior years funding.

The SHIP (State Housing Initiatives Partnership) resources available for the implementation of projects was \$436,696. The City has expended \$336,119, this total includes activities completed with prior years funding.

Identify the geographic distribution and location of investments

Target Area	Planned Percentage of Allocation	Actual Percentage of Allocation	Narrative Description
City Wide Low-Mod	100	100	City-Wide Low Mod

Table 4 – Identify the geographic distribution and location of investments

Narrative

All of the City's allocation benefit low-moderate income persons citywide.

Leveraging

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

Leveraging is utilized by the City as an excellent tool to better meet the needs of its low and moderate income persons by increasing the total number of dollars available per person. Broward County has been designated as a HOME Consortium by the U.S. Department of Housing and Urban Development (HUD) and receives an annual allocation of HOME funds on behalf of the thirteen (13) participating Consortium cities. These funds have enabled members of the consortium to expand their initiatives and resources to provide safe, decent and affordable housing to the residents of the participating cities. The City of Tamarac is a part of the Consortium, with the leveraging of HOME funds, the City is able to increase the financial resources available for specific housing needs.

As a SHIP grantee, the City of Tamarac has been successful in leveraging CDBG dollars with SHIP dollars to not only increase the total dollars available to the applicant, but to assist certain moderate income persons' not eligible under CDBG income criteria. The City has also established an affordable housing trust fund, which is funded with developer contributions in lieu of an affordable component within a development.

Although the grant funds fluctuate and have been limited over the past few years, the City leveraged the following FY 2021/2022 funds to benefit low/moderate income households:

- CDBG funds in the amount of \$398,474
- HOME funds in the amount of: \$114,584
- SHIP funds in the amount of: \$436,696

The City currently does not have any funding source that requires matching. The City has assessed its inventory of publicly owned land and a determination was made that the City does not currently own land that is suitable for use as affordable housing. Should the City purchase residential land in the future, the City will maintain a current list showing locations and zoning.

CR-20 - Affordable Housing 91.520(b)

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

	One-Year Goal	Actual
Number of Homeless households to be provided affordable housing units	0	0
Number of Non-Homeless households to be provided affordable housing units	8	6
Number of Special-Needs households to be provided affordable housing units	0	2
Total	8	8

Table 5 – Number of Households

	One-Year Goal	Actual
Number of households supported through Rental Assistance	0	0
Number of households supported through The Production of New Units	0	0
Number of households supported through Rehab of Existing Units	8	8
Number of households supported through Acquisition of Existing Units	0	0
Total	8	8

Table 6 – Number of Households Supported

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

During FY 2021/2022, the City of Tamarac proposed 7 units in the Annual Action Plan. Although we are still experiencing some effects of COVID-19 coupled with the scarcity of construction materials, 8 households were assisted, 4 units completed and 4 units are 90% completed and are awaiting materials on backorder. The City will continue to monitor its programs to ensure that the priority needs of increasing the supply of affordable housing units and preserving the current affordable housing stock is continuously met. The owner-occupied rehabilitation program targeted current low and moderate income homeowners in an effort to improve the condition of their dwelling units while maintaining their unit’s affordability.

Discuss how these outcomes will impact future annual action plans.

Based on the results obtained in FY 2021/2022 and prior years success, the City is on track to meeting the goals stipulated in the 2020-2024 Consolidated Plan. The City will continue to evaluate its program designs to ensure that the maximum number of households are assisted with the limited funding received. The City will continue to work in partnership with the various private and non-profit entities to promote affordable housing through the City. The City foresees that as housing stock ages, the preservation of these homes become more important.

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

Number of Households Served	CDBG Actual	HOME Actual
Extremely Low-income	1	0
Low-income	2	0
Moderate-income	5	0
Total	8	0

Table 7 – Number of Households Served

Narrative Information

Of the households assisted with CDBG funding, five (5) were in the moderate-income (51-80% AMI) category, two (2) in the low-income (31-50% AMI) category and one (1) in the extremely low (30% and below) category.

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

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

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

The City is a member of the Broward County Homeless Partnership Initiative, which is the lead agency for the regional (Broward County) Continuum of Care. The City supports the Initiative and its efforts to end homelessness. Through regular meetings and reports provided by Broward County, the City is kept up to date with Tamarac's homeless population. While the City of Tamarac does not have an initiative in place for homelessness, the City continues to work with Broward County's Continuum of Care (CoC) Homeless Program. The Continuum of Care Program is a comprehensive management concept that requires a combination of services to be brought together in a coordinated effort to help move a family or individual from homelessness to self-sufficiency. The City works with non-profit organizations to provide shelter and transitional housing to the County's homeless, including those who live in Tamarac. In an effort to better serve the needs of the Continuum of Care for the Homeless and local agencies participation, HOME Consortium meetings began incorporating Homeless activities and topics of discussion into its monthly HOME meeting agenda. This allows for an ongoing partnership with the cities and Broward County to address homelessness.

In addition to the afore mentioned, established partnership with the regional Continuum of Care (CoC), the City of Tamarac launched a new initiative in January 2021 to create a Homeless Advisory Board. The advisory board is still in the formation phase but there has been several meetings with key community stakeholders to ensure a comprehensive outlook and proper planning. The advisory board will be led by the Broward Sheriff's Office and will be comprised of professionals from the mental health, substance abuse, faith-based, and life skills/education fields. The Advisory Board will focus on facilitating, strengthening and coordinating existing efforts made by the CoC and the hosts of agencies providing supportive services. Members of the advisory board will maintain communication with the CoC and service providers and attend meetings with partner organizations whenever possible. The advisory board will meet quarterly to review efforts and make recommendations for additional coordination if needed.

Addressing the emergency shelter and transitional housing needs of homeless persons

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from homelessness to self- sufficiency. The City works with non-profit organizations to provide shelter and transitional housing to the County's homeless, including those who live in Tamarac. In an effort to better serve the needs of the Continuum of Care for the Homeless and local agencies participation, HOME Consortium meetings began incorporating Homeless activities and topics of discussion into its monthly HOME meeting agenda. This allows for an ongoing partnership with the cities and Broward County to address homelessness.

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

As a member of the CoC, the City supports the County's Strategic Plan to End Homelessness. As such, the City through its Public Service Social Services program assists low-income individuals and families avoid becoming homeless through the information and referral services to other community partners. The City's Information and Referral program ensures that persons who are homeless or in jeopardy of becoming homeless are pointed in the right direction of available resources and provided with appropriate linkages. In addition to the referral services, beginning in the 2018-2019 fiscal year, the City has partnered an agency to provide assistance to youth that have been or at risk of becoming homeless and in the child welfare or foster care system. This new support program provides intervention and preventive services.

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

As a member of the CoC, the City supports the County's Strategic Plan to End Homelessness. As such, the City through its Public Service Social Services program assists low-income individuals and families avoid becoming homeless through the information and referral services to other community partners. The City's Information and Referral program ensures that persons who are homeless or, families in jeopardy of becoming homeless, are pointed in the right direction of available resources and provided with appropriate linkages.

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

Actions taken to address the needs of public housing

The City of Tamarac does not have a PHA but continues to disseminate information regarding public housing options to clients who inquire about Public Housing.

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

The City of Tamarac funds a purchase assistance program, which provides zero interest deferred loans to income eligible first time homebuyers. The City also refers residents to home ownership counseling and lender's program as a way to negate predatory lending.

Actions taken to provide assistance to troubled PHAs

Not Applicable

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

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

The primary obstacle to meeting underserved needs of low to moderate-income persons remains the lack of available funding from federal, state and local resources and the high cost of housing. As such, the City continues to support affordable housing efforts by focusing on the grants available through the CDBG, SHIP and HOME programs. The City funds programs such as purchase assistance funds to foster new affordable housing units throughout the City. The City also funds a residential rehabilitation program to address code violations, health and safety related repairs, as well as energy efficiency improvements.

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

The primary obstacle to meeting underserved needs of low to moderate-income persons remains the lack of available funding from federal, state and local resources and the high cost of housing. As such, the City continues to support affordable housing efforts by focusing on the grants available through the CDBG, SHIP and HOME programs. The City funds programs such as purchase assistance funds to foster new affordable housing units throughout the City. The City also funds a residential rehabilitation program to address code violations, health and safety related repairs, as well as energy efficiency improvements.

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

The City's approach to Lead-Based Paint compliance is to identify the presence of hazards through inspections as part of the Homeowner Rehabilitation. For homes built pre-1978 participating in CDBG program, HOME program and SHIP program, the EPA's Protect Your Home pamphlets are provided to the homeowner. Inspections by a certified professional are provided and inspection reports are documented and kept in each client's file. Dependent upon the results of the lead base testing, appropriate remediation and abatement are performed.

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

As established in the 2020-2021 Consolidated Plan, the City through its CDBG, HOME, SHIP activities support initiatives that preserve the supply of decent housing that is affordable to low- and moderate-income households; as well as initiatives that and expand the supply of housing that is affordable to low- and moderate-income households. Through its Public Service programs, the City also support initiatives that benefit community's seniors, youth, families and those with special needs. The City's established housing activities focused on reducing housing cost burden for low income households within the City. Where City resources are unable to assist, the City continues to utilize the referral process and coordination with area public and private entities with available programs and resources.

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

All direct Housing Assistance Program funds are administered in-house by City staff. Since 2007 the City has provided the services necessary to carry out the intent of each funding source such as: monitor the distributions, provide income certification, prepare reports and offer direct assistance to the residents of Tamarac. Additionally, the City is a part of the HOME Consortium through Broward County, the administering agency; however, all delivery of service is completed by the City's Housing Division.

The Housing Division reports to the Director of Community Development. The Community Development Department consists of four Divisions: Housing, Planning and Zoning, Code Compliance, and Business Revenue.

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

The City of Tamarac participates and attends several meetings coordinated between public, private and social services agencies. These relationships assist the City in properly assessing some of the needs of our special needs population. They also provide for better coordination and cooperation in finding common grounds and opportunities to collaborate and bring the necessary services to the community. Additionally, the City continues to work with the County, and local non-profit social service and housing providers to fully support the countywide Continuum of Care system to assist homeless families and individuals.

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

The City has recently updated the Analysis of Impediments to Fair Housing Choice. As a result, the City has placed fair housing information on its website. This includes contact information for Broward County Civil Rights Division and the HUD-Miami office- Fair Housing and Equal Opportunity for residents to utilize. Fair housing information is also made available to residents at the quarterly HOA liaison meetings. The City also displayed Fair Housing posters in visible public places through the City of Tamarac, such as the Tamarac Branch Library, City of Tamarac Community Development Department, City of Tamarac Parks and Recreation Department and the City of Tamarac Building Department.

CR-40 - Monitoring 91.220 and 91.230

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

The City of Tamarac CDBG program is subject to monitoring by the US Department of Housing and Urban Development as well as Broward County Housing Finance and Community Development Department. The City of Tamarac uses the HUD's monitoring guide as a standard for implementing and monitoring the Housing programs. The City accomplishes its monitoring standard by performing ongoing program reviews, on-site monitoring and financial reviews. These reviews include but are not limited to the monitoring of actual performance versus proposed performance, ensure that proper paperwork and documentation are retained, ensure timely use of funds, review of client files for eligibility and continuous review of request for reimbursement packages. In addition, the City ensures that all applicable regulation and policies from various Federal and State agencies such as labor standards, environmental standards and fair housing, as applicable to the programs, are incorporated in the monitoring of the Housing programs. The City also monitors timeliness of expenditures of program funds as well as to ensure that accurate information is reported in the IDIS system. The City has consistently met timeliness standards for expenditure of funds and, through monitoring, has been able to reprogram funds where needs are greatest.

Additional monitoring procedures and standards are outlined in the sub-recipient funding agreement between the City of Tamarac and Broward County. These monitoring standards and procedures include a timetable/schedule for projects, specific work tasks, a start-up date and a completion date. Sub-recipients are also required to submit, Monthly Progress Reports, chronologically detailing the steps taken to meet the quantifiable objectives enumerated. Monthly Progress Reports are intended to provide an update on a sub-recipient's progress in meeting agreed upon objectives; they should include federally mandated reporting information.

The City also monitors its sub-recipients for public services, Meals on Wheels South Florida who facilitates the Feeding Seniors Program and Voices for Children of Broward who facilitates the Preventive and Intervention Services for Youth. Through desk audits, Housing staff reviews the back-up documentation provided by the these agencies to ensure compliance is being met.

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

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

In accordance with the City's adopted Citizen Participation Plan, a public notice was published on the City's website November 28, 2022 until December 14, 2022 notifying the public of the availability of the Consolidated Annual Performance and Evaluation Report thereby meeting the required public review and comment period. The public notice was also published in the Sun Sentinel on November 27, 2022. A Public Hearing for the CAPER took place on Wednesday, December 14, 2022 at 7:00 p.m. at the regular City Commission meeting.

The draft CAPER was made available for public review and comments commencing November 28, 2022 and ending December 14, 2022 at the following location: www.tamarac.org/housing

No citizen comments have been received to date.

CR-45 - CDBG 91.520(c)

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

There were no significant changes in the City's program objectives during FY2021/2022.

Does this Jurisdiction have any open Brownfields Economic Development Initiative (BEDI) grants?

No

[BEDI grantees] Describe accomplishments and program outcomes during the last year.

CR-58 – Section 3

Identify the number of individuals assisted and the types of assistance provided

Total Labor Hours	CDBG	HOME	ESG	HOPWA	HTF
Total Number of Activities	0	0	0	0	0
Total Labor Hours	0				
Total Section 3 Worker Hours	0				
Total Targeted Section 3 Worker Hours	0				

Table 8 – Total Labor Hours

Qualitative Efforts - Number of Activities by Program	CDBG	HOME	ESG	HOPWA	HTF
Outreach efforts to generate job applicants who are Public Housing Targeted Workers					
Outreach efforts to generate job applicants who are Other Funding Targeted Workers.					
Direct, on-the job training (including apprenticeships).					
Indirect training such as arranging for, contracting for, or paying tuition for, off-site training.					
Technical assistance to help Section 3 workers compete for jobs (e.g., resume assistance, coaching).					
Outreach efforts to identify and secure bids from Section 3 business concerns.					
Technical assistance to help Section 3 business concerns understand and bid on contracts.					
Division of contracts into smaller jobs to facilitate participation by Section 3 business concerns.	1				
Provided or connected residents with assistance in seeking employment including: drafting resumes, preparing for interviews, finding job opportunities, connecting residents to job placement services.					
Held one or more job fairs.					
Provided or connected residents with supportive services that can provide direct services or referrals.					
Provided or connected residents with supportive services that provide one or more of the following: work readiness health screenings, interview clothing, uniforms, test fees, transportation.					
Assisted residents with finding child care.					
Assisted residents to apply for, or attend community college or a four year educational institution.					
Assisted residents to apply for, or attend vocational/technical training.					
Assisted residents to obtain financial literacy training and/or coaching.					
Bonding assistance, guaranties, or other efforts to support viable bids from Section 3 business concerns.					
Provided or connected residents with training on computer use or online technologies.					
Promoting the use of a business registry designed to create opportunities for disadvantaged and small businesses.					
Outreach, engagement, or referrals with the state one-stop system, as designed in Section 121(e)(2) of the Workforce Innovation and Opportunity Act.					
Other.	1				

Table 9 – Qualitative Efforts - Number of Activities by Program

Narrative

In an effort include small businesses, we have divided some rehab contracts, separating the exterior and interior scopes of work. To that ends, we have invited roofers, not just general contractors, to participate. In some cases, a roofer will be awarded the roof portion of the project and the remaining interior work will be awarded to a general contractor. Our efforts also include encouraging our contractors to become Section 3 certified and also to hire sections 3 residents whenever possible.