



# Miami-Dade County Homeless Trust Business Plan

**Fiscal Years: 2019 and 2020**  
(10/1/2018 through 9/30/2020)

Approved by:

Handwritten signature of Victoria Mallette in black ink.

Victoria Mallette, Department Director

Handwritten signature of Maurice L. Kemp in black ink.

Maurice L. Kemp, Deputy Mayor

Plan Date: February 11, 2019

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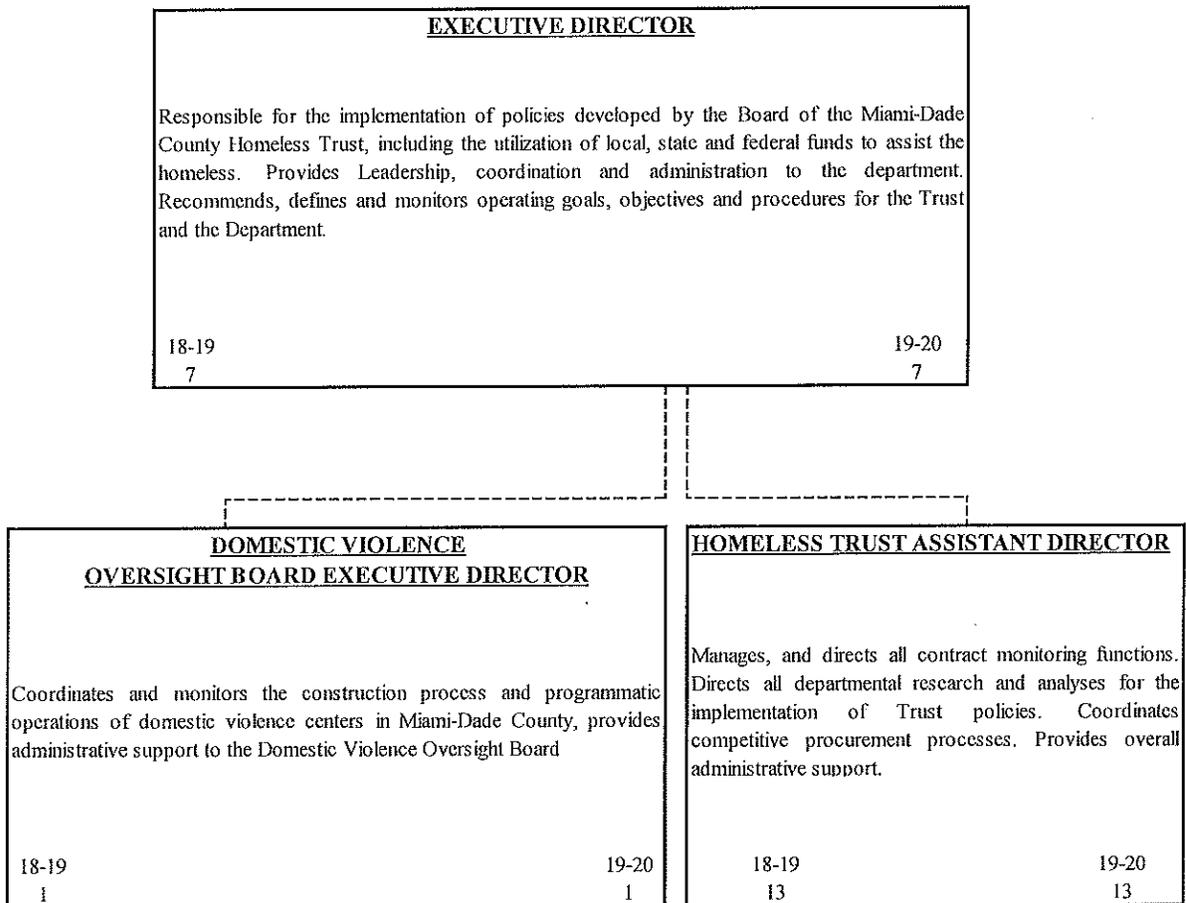
**DEPARTMENT OVERVIEW**

**Department Mission**

Administer the proceeds of the portion of the one percent Food and Beverage Tax and other revenue sources dedicated to activities for the homeless; advise the Board of County Commissioners (BCC) on issues related to homelessness; and implement the Miami-Dade County Community Homeless Plan. In addition, the Department also coordinates and monitors the construction process and programmatic operations of domestic violence centers in Miami-Dade County, and provides administrative support to the Domestic Violence Oversight Board.

**Table of Organization**

**MIAMI-DADE COUNTY HOMELESS TRUST  
 FUNCTIONAL TABLE OF ORGANIZATION**



### **Strategic Alignment Summary**

HH2-1 End Homelessness

HH2-5 Improve access to abuse prevention, intervention and support services (Domestic Violence Shelter)

### **Our Customer**

The Miami-Dade County Homeless Trust develops policy, administers funding and provides oversight to serve homeless individuals and families in Miami-Dade County who are in need of immediate housing and services, as well as individuals and families who are at risk of homelessness, with programs designed to keep them from becoming homeless. In addition, the Homeless Trust provides administrative support to the Domestic Violence Oversight Board (DVOB), and in partnership with the DVOB, coordinates and monitors the construction process and programmatic operations of domestic violence centers and provides recommendations to the BCC on matters related to domestic violence.

Biannually, the Homeless Trust conducts a census of sheltered and unsheltered persons. During the census conducted in the last ten days of January, the Trust administers surveys to homeless individuals and families in our Continuum of Care (CoC). Based on the results of this annual survey, and a gaps and needs analysis conducted by our CoC (which includes a wide range of community stakeholders), priorities are established which drive our annual funding application to the United States Department of Housing and Urban Development (U.S. HUD), and strategies and initiatives employed to assist in the implementation of the Miami-Dade County Community Homeless Plan: Priority Home. These priorities and our business plan priorities are aligned. This process commences each January and concludes in April. All of these processes are fully reviewed, adjusted and approved by the appropriate Homeless Trust Committee, and ultimately, the full Trust Board. Additionally, as the coordinator of the local homeless CoC of housing and services for the homeless, the Homeless Trust interfaces regularly with homeless housing and service providers and stakeholders. These stakeholders include representatives of emergency, transitional, and permanent supportive housing; rapid-rehousing; law enforcement; hospitals; jails; mental health receiving facilities; domestic violence advocates; veterans programs; children and youth services providers and advocates; employment services; public housing agencies and affordable housing developers, among others. The Miami-Dade County Community Homeless Plan: Priority Home, which is aligned with the policies and priorities of U.S. HUD are reviewed annually, updated as needed, and approved by the Homeless Trust Board.

### **Key Issues**

- Continued implementation of the Miami-Dade County Community Homeless Plan: Priority Home, which is reviewed annually and aligned with federal goals and U.S. HUD policies and program priorities, putting a greater emphasis on providing housing to homeless persons who need it the most.



**Departmental Business Plan and Outlook**  
**Department Name: Miami Dade County Homeless Trust**  
**FY2018-19 & FY2019-20**

- Federal CoC Program funding is increasingly tied to improvements in system level CoC performance measures as outlined by U.S. HUD, which include length of time homeless, returns to homelessness, number of homeless persons, employment and income growth, first time homelessness and successful housing placement.
- Uncertainty of federal funding under the new federal administration. The Homeless Trust and its providers leverage Emergency Solutions Grants (ESG), HOME Investment Partnership Program (HOME) funds, Emergency Food and Shelter Program (EFSP) funds, Community Development Block Grant (CDBG), and Section 8 vouchers to assist homeless households. Reductions and/or eliminations of these funding streams will severely impact the Homeless Trust's ability to providing housing assistance to homeless and at-risk households.
- Performance of the local 1% Food and Beverage Tax. Increases in tax revenue experienced by the Trust in previous years are projected to continue in future years at a relatively healthy level of growth. The Food and Beverage Tax has grown an average of 6.58% over the past four (4) fiscal years. Even so, the demand for housing and services far outpaces tax revenue growth. The Trust continues to engage the three (3) communities exempt from the Food and Beverage Tax (Miami Beach, Surfside and Bal Harbour) to better understand their homeless challenges and willingness to participate in the tax to fund additional housing and services. The Domestic Violence Oversight Board has asked the BCC to include in the County's 2019 legislative priorities that the Florida Legislature and the Miami-Dade Legislative Delegation work to amend and expand the local option Food and Beverage Tax to include the Beach municipalities. Further, the DVOB has asked the BCC to authorize it to lobby such municipalities to support the County's legislative efforts to expand the local option Food and Beverage Tax.

The Homeless Trust continues to budget conservatively, enhancing reserves (in the form of a tax equalization account) to mitigate any decline in Food and Beverage Tax or other revenues, and avoid service reductions.

- An emphasis on low barrier access to services, and comprehensive services geared towards quickly connecting persons experiencing homelessness in Miami-Dade County to permanent housing. \$4.1 million in ESG Rental Assistance funding, repurposing underperforming projects and unspent grant dollars to create new permanent housing, and gains in rental assistance through the HUD NOFA competition have allowed the Trust to recover from the funding cuts of FY16-17.
- Lack of affordable housing has resulted in increased efforts to create new housing opportunities for homeless households through enhanced collaboration with public housing agencies (Miami-Dade, Miami Beach, Homestead, and Hialeah), entitlement jurisdictions Miami, Miami Gardens, Hialeah, North Miami, Homestead), Community Redevelopment Agencies, Florida Housing Finance Corporation LINK Initiative developers, and HUD Multifamily Housing Programs to create additional permanent housing through access to Housing Choice Voucher Section 8 Programs, vacant public housing stock, and the establishment of homeless preferences, set-asides and referral agreements.
- The federal HEARTH Act has resulted in changes to homeless housing and services delivery. Among these is a greater emphasis on a coordinated intake/assessment process, and increased coordination with other programs and mainstream resources that serve the homeless households



**Departmental Business Plan and Outlook**  
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**FY2018-19 & FY2019-20**

(Veterans Affairs, South Florida Behavioral Health Network, hospitals, jails, crisis units, Head Start and Early Head Start, CareerSource, TANF, Medicaid, etc.).

- Designing and implementing a coordinated community approach to preventing and ending youth homelessness, including gathering new and better data to establish need and model innovative strategies, create an effective coordinated entry system for youth, and integrating the efforts of youth service providers.
- Construction of a second Domestic Violence Shelter to meet the needs of people fleeing domestic violence, and technical assistance to assess community's domestic violence housing and services portfolio to help determine the appropriate scale and mix of safe housing interventions for survivors and further collaborate between these often intersecting systems of care

## **PRIORITY INITIATIVES**

- System performance improvements, including further progress on HUD performance measures, setting of revised benchmarks, analysis of long-term stayers in emergency shelter and transitional housing to identify housing placement strategies and trends with regard to returns to homelessness.
- Increased program evaluation and compliance to include annual site visits of programs, enhanced monitoring tools to better evaluate and improve outcomes and compliance, gauge client satisfaction, and ascertain training needs.
- Increasing supply of permanent housing for homeless households, particularly seniors 62+, in partnership with a broad range of stakeholders, including public housing agencies, HUD-Assisted Multifamily Programs, Community Redevelopment Agencies, Florida Housing Finance Corporation LINK Initiative developers, to establish set-asides, homeless preferences and referral agreements. Implementation of programs with PHCD for vacant public housing units.
- Further development and implementation of the 2017 Landlord Recruitment & Retention Program and Marketing Campaign and Recommended Plan of Action, including the recruitment of new landlords; utilization of the newly created CoC exclusive landlord listing tool; creation of a Navigation Certification Program, and administration of the Risk Mitigation Fund.
- Continued system mapping, housing stock analysis, data-driven gaps and needs analysis and system right-sizing.
- Targeting hard to serve homeless individuals, particularly those experiencing chronic homelessness, utilizing specialized outreach teams, enhancing partnership with South Florida Behavioral Health Network, the Managing Entity for Substance Abuse and Mental Health, and increasing stock of Permanent Supportive Housing (PSH), including through "move-up" strategies (moving persons who have been in service intensive PSH and stabilized to other affordable housing interventions).



**Departmental Business Plan and Outlook**  
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**FY2018-19 & FY2019-20**

- Targeted and enhanced efforts to reduce the number of homeless persons in Downtown Miami and other areas where homelessness is concentrated, as indicated by the biannual homeless census, including refocusing volunteer groups serving homeless to housing navigation activities.
- Developing a system for homeless youth (ages 18-24) to access assessment, referral and housing options. Includes creation of youth dedicated housing interventions, utilization of youth access points for Coordinated Entry, By-Name List meetings (case conferencing) to understand the unique needs of homeless youth, refined iCount (unaccompanied youth census and surveys) and improved collaboration with providers (Department of Children & Families, Our Kids, Miami Bridge, etc.)
- Continued prioritization of homeless Veterans and sustaining systems created to ensure Veteran homeless remains rare, brief and one-time.
- Further evolving Coordinated Entry refining prioritization policies and procedures for prevention and rapid rehousing.
- Cross training between the domestic violence and homeless systems to foster greater understanding and improve care coordination.
- Targeted and enhanced efforts to reduce family homelessness through improved prevention and diversion, continued investments in rapid rehousing (short- to medium-term rental assistance programs), and reduction of reliance on hotel/motel.
- Review and evolution of discharge planning policies to prevent homelessness (discharges from jail, hospitals, crisis units or other institutions).
- Enhanced investments at Verde Gardens, in particular, the Farm and Farmer's Market, to facilitate employment and income growth for homeless/formerly homeless households and maximize the use of land provided under Title V, designed to increase the health and wellbeing of families in PSH.
- Continued engagement with the Domestic Violence Housing and Technical Assistance Consortium (DVHATC) and key local community stakeholders to ensure greater collaboration and realize efficiencies in the homeless and domestic violence systems, ultimately improving service delivery and outcomes for survivors.
- Review and update, as needed, the DVOB Domestic Violence Plan.

## **FUTURE OUTLOOK**

The Homeless Trust remains steadfast in its commitment to prevent, divert and end homelessness in Miami-Dade County, and has embraced ambitious national objectives to prevent and end homelessness for all, ensuring that when homelessness does occur, it is rare, brief and one-time, and that sustainable practices and systems are in place to respond to future needs.

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**Departmental Business Plan and Outlook**  
**Department Name: Miami Dade County Homeless Trust**  
**FY2018-19 & FY2019-20**

Our ability to support and enhance housing and services programming for homeless individuals and families, and those at risk of homelessness, continues to rely on sustained and increased federal funding commitments, the strong performance of the local Food and Beverage Tax, and the leveraging of partnerships with public housing agencies, entitlement jurisdictions, affordable housing developers and other mainstream housing and service providers. Continued implementation of the Community Homeless Plan: Priority Home will require additional resources, and increased collaboration with public and private organizations.

The Trust continues to view its local homeless response as a coordinated system rather than a collection of disconnected programs, and will continue to embrace systems change in order to improve outcomes, inform the strategic allocation of limited resources, and create innovative programming and collaborations to bring an end to homelessness.

The Trust will be closely monitoring any shifts in federal policy priorities and evolving its system accordingly, in line with best practices and local needs, to continue successfully leveraging federal funding. Efforts will also continue to build reserves (in the form of tax equalization and capital replacement accounts) in order to meet currently-funded service levels if a sharp decrease in tax revenue income were to occur and to ensure that our capital investments are safeguarded.



MIAMI-DADE COUNTY HOMELESS TRUST  
STAFFING CHART

TOTALS	
2018-2019	2019-2020
21	21

EXECUTIVE DIRECTOR'S OFFICE			
2018-2019	OCC CODE	OCC CODE	2019-2020
1	008649	Executive Director	008649 1
1	008643	Manager, Homeless Trust	008643 1
1	000811	Administrative Officer 2	000811 1
1	009183	Homeless Trust Housing Coordinator	009183 1
1	000094	Administrative Secretary	000094 1
1	008644	HT Contract Monitor	008644 1
1	000316	Accountant 2	000316 1
7		Total	7

ASSISTANT DIRECTOR			
2018-2019	OCC CODE	OCC CODE	2019-2020
1	008648	Assistant Director	008648 1
5	003820	Contract Officer	003820 5
1	003630	Contract Monitor & Management Supervisor	003630 1
2	003440	PHCD Housing Specialist	003440 2
2	008644	HT Contract Monitor	008644 2
1	000811	Administrative Officer 2	000811 1
1	000812	Administrative Officer 3	000812 1
13		Total	13

DOMESTIC VIOLENCE			
2018-2019	OCC CODE	OCC CODE	2019-2020
1	003267	Executive Director DVOB	003267 1
1		Total	1