



Miami-Dade County Homeless Trust Business Plan

Fiscal Years: 2020 and 2021
(10/1/2019 through 9/30/2021)

Approved by:

Victoria L. Mallette

Victoria L. Mallette, Department Director

A handwritten signature in blue ink, appearing to read "M. Kemp". The signature is written over a horizontal line.

Maurice L. Kemp, Deputy Mayor

Plan Date: February 10, 2020

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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: Priority Home.

Our Customer

The Miami-Dade County Homeless Trust develops policy, administers funding and provides oversight to house and serve homeless individuals and families in Miami-Dade County, as well as individuals and families who are at imminent risk of homelessness. While there are many contributing and complicating factors related to homelessness, the most fundamental need is housing.

Biannually, the Homeless Trust conducts a census of sheltered and unsheltered persons. During the census conducted in the last ten days of January, the Homeless Trust administers surveys to homeless individuals and families in our Continuum of Care (CoC). Customer satisfaction surveys are also administered throughout the year to clients in programs funded through the Homeless Trust. Survey results, an analysis of system performance data, and an annual gaps and needs analysis conducted by our CoC which includes input from a wide range of community stakeholders, help to identify and evolve strategies and initiatives to assist in the further development and implementation of the Miami-Dade County Community Homeless Plan: Priority Home. Priority Home is aligned with Opening Doors: The Federal Strategic Plan to Prevent and End Homelessness, and U.S. HUD's Policy Priorities.

As the coordinator of the local homeless CoC of housing and services for homeless households, the Homeless Trust interfaces regularly with homeless housing and service providers and stakeholders. These stakeholders include representatives of emergency, transitional, and permanent housing; 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, affordable housing developers and formerly homeless persons, among others.



Table of Organization

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

<u>EXECUTIVE DIRECTOR</u>	
Responsible for the implementation of policies developed by the Board of the Miami-Dade County Homeless Trust, including the utilization of local, state and federal funds to assist the homeless. Provides Leadership, coordination and administration to the department. Recommends, defines and monitors operating goals, objectives and procedures for the Trust and the Department.	
19-20 7	20-21 7

<u>HOMELESS TRUST ASSISTANT DIRECTOR</u>	
Manages, and directs all contract monitoring functions. Directs all departmental research and analyses for the implementation of Trust policies. Coordinates competitive procurement processes. Provides overall administrative support.	
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Strategic Alignment Summary

HS1-1 Reduce homelessness throughout Miami-Dade County

Alignment of Selected Scorecard Measures to Resilience

- Measure 1: Reduce Homelessness in Miami-Dade County
- Measure 2: Provide Sufficient Housing Units to Address the Needs of the Homeless
- Measure 3: Prevent Homelessness

Resilience Drive: HW1: Meets Basic Needs

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Key Issues

- Protecting and serving persons experiencing homelessness and at-risk of homelessness as a result of the COVID-19 pandemic.
- Performance of the local 1% Food and Beverage Tax. COVID-19 related Emergency Orders and Safer at Home protocols have dramatically impacted Food and Beverage Tax revenues. In Fiscal Year 2019-2020, revenues were down nearly 26% from the prior year, forcing the Homeless Trust to use reserves to maintain service levels. Housing and services, particularly for extremely low- and low-income households, continues to be in high demand. The Trust has coordinated with CARES Act Emergency Solutions Grant Entitlement Jurisdictions to enhance housing opportunities for persons experiencing homeless and those at risk of homelessness. This funding is being leveraged with modest, recurring funding commitments from the three (3) communities exempt from the Food and Beverage Tax (Miami Beach, Surfside and Bal Harbour). Efforts will continue to advocate for and further grow and leverage funding commitments.
- Maintaining reserves through conservative budgeting (in the form of a tax equalization account) and strategic reductions to mitigate declines in Food and Beverage Tax or other revenues and avoid housing and service reductions.
- Possible policy shifts and uncertainty of federal funding under the federal administration, including the unveiling of a new federal strategic plan titled Expanding the Toolbox: The Whole of Government Response to Homelessness. 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 provide housing assistance to homeless and at-risk households.
- Reductions in homelessness with a particular focus on unsheltered homelessness in the cities of Miami and Miami Beach, where an estimated 76% of homelessness is concentrated. The January 2019 Point in Time count revealed total homelessness is at record lows in Miami-Dade, with unsheltered homelessness down 2% (1,008 person) and sheltered homelessness down 1% (2,464 persons) from the prior year.
- CoC system level performance which is increasingly tied to federal CoC program funding. U.S. HUD System Performance Measures include length of time homeless, returns to homelessness, number of homeless persons, employment and income growth, first time homelessness and successful housing placement.
- Lack of affordable and supportive housing for homeless and formerly homeless households, including housing for hard-to-place special needs populations; Need to forge new partnerships and enhance collaboration with developers, property managers, landlords and others to create additional permanent housing through the establishment of homeless preferences, set-asides and referral agreements.



Departmental Business Plan and Outlook
Department Name: Miami Dade County Homeless Trust
FY2020-21 & FY2021-22

- Increased coordination with other programs and mainstream resources that serve the homeless households (Veterans Affairs, South Florida Behavioral Health Network, hospitals, jails, crisis units, Head Start and Early Head Start, CareerSource, TANF, Medicaid, etc.), as directed by the federal HEARTH Act.
- Sustainable solutions to enhance employment and training opportunities for homeless and formerly homeless persons, including advancing opportunities on county owned parcels that serve or could serve homeless and formerly homeless households..
- Further design and implementation of 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 further integrate the efforts of youth service providers.
- Enhanced understanding and improved coordination between the homeless and domestic violence systems; further developing cross system partnerships and common goals for systems enhancements that are survivor centered.
- Increased data sharing between systems, including law enforcement, healthcare providers and other stakeholders to better identify, engage and serve persons experiencing homelessness who are high utilizers of the health care, criminal justice and homeless systems.

PRIORITY INITIATIVES

- Prevent, prepare for, and respond to the COVID-19 pandemic to better serve persons experiencing and at-risk of homelessness
 - Prioritize persons experiencing homelessness who are at high risk of severe illness and death from COVID-19 into permanent housing, including seniors 65+, other persons with medical vulnerabilities and other vulnerable populations
 - Prevent inflow into the homeless system by targeting households most likely to become homeless with prevention resources
 - Ensure congregate emergency shelters and non-congregate site protocols are updated for COVID-19 response; make investments to improve shelter quality and mitigate the spread of infection; ensure homeless system is prioritized for COVID-19 vaccine
 - Improve housing-focused outreach services, increase effectiveness of engagement, and improve the speed of exit from the homelessness system
 - Advance and embed equity in all strategies to include collaboration with persons with lived experience of homelessness
- System performance improvements, including further progress on U.S. HUD System Performance Measures; particularly reducing length of time homeless, successful outplacements and reduced returns. Set revised benchmarks, analyze data on long-term stayers in emergency shelter and transitional housing, referral to placement time; and persons returning to homelessness to identify trends and improve housing placement strategies.



Departmental Business Plan and Outlook
Department Name: Miami Dade County Homeless Trust
FY2020-21 & FY2021-22

- Increase supply of supportive housing for hard-to-place homeless persons by utilizing unused/underused county land or other available property. Partner with providers who offer specialized services for special needs homeless populations.
- Increase supply of permanent housing for homeless households in partnership with public housing agencies, HUD-Assisted Multifamily Housing Programs, Community Redevelopment Agencies, Florida Housing Finance Corporation LINK Initiative developers, private developers and landlords to establish set-asides, homeless preferences and referral agreements.
- Create sustainable solutions at Verde Gardens, particularly 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. Further analyze the use of federal surplus property to serve homeless households.
- Target and enhance efforts to reduce the number of unsheltered singles adults in the cities of Miami and Miami Beach and other areas where homelessness is concentrated.
- Further develop a system for homeless youth (ages 18-24) to access assessment, referral and housing options to include 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.)
- Assess racial disparities and disparities among the LGBTQ+ community in the homelessness system and work to understand the root causes of why these groups are overrepresented; develop action steps to address.
- Continued prioritization of homeless Veterans and sustain system created to ensure Veteran homelessness remains rare, brief and one-time.
- Improve coordination between the homeless and domestic violence systems; further develop cross system partnerships and common goals for systems enhancements that are survivor centered.
- Target and enhance efforts to reduce family homelessness through improved prevention and diversion, continued investments in rapid rehousing (short- to medium-term rental assistance programs), and reduced reliance on hotel/motel.
- Review and evolve discharge planning policies to prevent homelessness (discharges from jail, hospitals, crisis units or other institutions).
- Continued system mapping, housing stock analysis, data-driven gaps and needs analysis and system right-sizing.



- Integrate data systems from the homeless system, hospitals, jails, law enforcement, crisis stabilization units and other stakeholders to improve collaboration, identify emerging needs and prioritize persons experiencing homelessness for rental assistance and supportive services based on use and costs.
- Further evolve the 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, and administration of the Risk Mitigation Fund.
- Enhance program evaluation to ensure compliance with standards of care, policies and procedures. Utilize updated monitoring tools, enhance provider/client engagement, and improve technical assistance.
- Utilize technology to streamline, track and better manage grants process.

FUTURE OUTLOOK

The Homeless Trust remains steadfast in its commitment to prevent, divert and further reduce homelessness in Miami-Dade County, and ensure 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.

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.

