



Miami-Dade County Homeless Trust Business Plan

Fiscal Years: 2022 and 2023

(10/1/2021 through 9/30/2023)

Approved by:

A handwritten signature in blue ink, appearing to read "V. Mallette".

Victoria L. Mallette, Department Director

A handwritten signature in blue ink, appearing to read "Morris Copeland".

Morris Copeland, Chief Community Services Officer

1/27/2022

Plan Date: February 9, 2022

Delivering Excellence Every Day



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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 to prevent and end homelessness; advise the Board of County Commissioners (BCC) on issues related to homelessness; and implement the Miami-Dade County Community Homeless Plan: Priority Home.

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.	
<u>21-22</u> 6	<u>22-23</u> 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.	
<u>21-22</u> 14	<u>22-23</u> 14

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. The Trust has worked to elevate the voices of persons with lived experience, including people of color into decision making.

The Trust's work is being done through a racial equity lens, incorporating eligibility and prioritization factors into decision making on how to best deploy new, but finite, housing resources.

Strategic Alignment Summary

HS1-1 Reduce homelessness throughout Miami-Dade County

HS2-1 Provide the necessary support services for vulnerable residents and special populations

KEY ISSUES

- Protecting and serving highly vulnerable persons experiencing homelessness as well as those at imminent risk of homelessness from COVID-19.
- Lack of affordable rental units for extremely low income persons experiencing homelessness and supportive housing for disabled persons experiencing homelessness.
- Ensuring coordination and effective leveraging of resources provided to Entitlement Jurisdictions for persons experiencing homelessness, including Emergency Solutions Grant, HOME Investment Partnership and State Housing Initiative Partnership programs.

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- Ensuring effective coordination with area Public Housing Agencies which have dedicated resources to the Continuum of Care for persons experiencing homelessness.
- Lack of full participation in the Local Option 1% Food and Beverage Tax in Miami-Dade as three municipalities (Miami Beach, Surfside and Bal Harbour) remain exempt from the penny program.
- Unsheltered homelessness, particularly in the cities of Miami and Miami Beach, where homelessness is largely concentrated.
- Year over year improvements in Continuum of Care (CoC) system level performance as measured by U.S. HUD which is increasingly tied to federal program funding for persons experiencing homelessness. 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.
- Ensuring equitable access to housing and services and combatting racial disparities among persons experiencing and at-risk of homelessness.
- Further design and implement a coordinated community approach to preventing and ending youth homelessness, with a focus on youth of color and LGBTQ youth ages 18-24.
- 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.
- Increased coordination with other programs and mainstream resources that serve the homeless households (Thriving Mind, hospitals, jails, crisis units, Head Start and Early Head Start, CareerSource, TANF, Medicaid, Veterans Affairs, etc.), as directed by the federal HEARTH Act.
- Increased emphasis on workforce development opportunities for persons experiencing homelessness to empower individuals, promote self-sufficiency and build a growing, inclusive economy using local talent.
- Coordinating with other departments and countywide building officials to ensure an effective and appropriate crisis response following unsafe structure determinations.

PRIORITY INITIATIVES

- In line with the federal House America initiative, aggressively re-house people experiencing homelessness into stable housing and create new units of affordable or supportive housing for people experiencing homelessness to the development pipeline. Utilize and leverage resources made available through the CARES Act and American Rescue Plan, including emergency housing

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vouchers, emergency rental assistance, HOME investment partnerships and a portion of the allotment of direct aid through ARPA for housing initiatives.

- Acquire and transition remaining quarantine and isolation site in North Miami for use as permanent housing for senior citizens experiencing homelessness
 - Operationalize county-owned facility in West Miami-Dade for use as permanent housing for single adults with special needs
 - Acquire and rehabilitate properties, including hotels, to increase supportive housing pipeline for disabled households experiencing homelessness
- Amend state legislation during the Fiscal Year 2022 Legislative Session to allow for the expansion of the Local Option 1% Food and Beverage Tax to include the beach municipalities: Miami Beach, Surfside and Bal Harbour.
- Continued fundraising in partnership with The Miami Foundation to secure and operate dedicated permanent housing facilities which include supportive housing for two growing homeless sub-populations: 1) senior citizens, and 2) unsheltered single adults with special needs.
- Continued implementation of emergency response plans to prevent, prepare for and respond the coronavirus pandemic to protect persons experiencing and at-risk of homelessness
 - Scale up permanent housing placements for persons experiencing homelessness with a prioritization for households most at risk for severe illness
 - Prevent homelessness for persons most likely to enter the street and shelter
 - Continue to urge homeless and formerly homeless persons and frontline essential workers to avail themselves of the COVID-19 vaccine
 - Ensure ongoing COVID-19 testing and contact tracing for persons experiencing homelessness
 - Maintain social distancing, disinfection, PPE and other COVID-related protocols to protect persons experiencing homelessness
- Re-alignment and/or strategic reductions to mitigate housing and service reductions, replenish Food & Beverage Tax reserves and provide operational support for future acquisitions of permanent housing.
- Commence and operationalize an inclusive “Jump-Start Initiative”, engaging a wide array of partners, to drive continuous CoC system performance improvements with an emphasis on length of time homeless, successful exists and returns to homelessness.
- 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.
- Conduct Homeless Helpline assessment to identify performance gaps and training needs; provide technical assistance and staff training as needed
- Expand partnerships and with developers, property managers, landlords and others to expand preferences, set asides and referral agreements and access for persons experiencing homelessness; lower barriers to entry.

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- In partnership with designated county departments and countywide building officials, effectively triage households in structures deemed unsafe to ensure an effective and appropriate crisis response.
- Through a continuous public process, promote engagement and review and incorporate new strategies into Miami-Dade's Community Plan to End Homelessness: Priority Home to improve system performance, and ensure homelessness is rare, brief and one-time whenever possible.
 - Add new capacity and scale up Rapid Rehousing (rental assistance and support services) programming for persons experiencing homelessness.
 - Enhance housing-focused outreach services for persons suffering from substance use disorders; increase effectiveness of engagement and improve the speed of exit from the homelessness system.
 - Review and evolve discharge planning policies to prevent homelessness (discharges from jail, hospitals, crisis units or other institutions).
 - Continue to seek to 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.
 - Continue system mapping, housing stock analysis, data-driven gaps and needs analysis and system right-sizing.
 - Engage new partners to enhance system capacity and improve outcomes
- Further develop actions steps to address racial disparities and work to understand root causes of homelessness.
 - Continue development of racial equity plan and strategies to eliminate race as a social determinant of homelessness.
 - Ensure ongoing assessment of system of disparities within the homelessness system.
- Encourage and promote workforce development initiatives for persons experiencing homelessness, including creating sustainable solutions at Verde Gardens, particularly the farm and farmer's market, to facilitate employment and income growth for homeless/formerly homeless households; maximize the use of land provided under Title V, which is designed to increase the health and wellbeing of homeless and formerly homeless households. Further maximize the use of federal surplus property to serve households experiencing homelessness.
- Continue system development and cross system partnerships to enhance housing and services to meet the unique needs homeless subpopulations, including youth 18-24, survivors of domestic violence and veterans. Further develop

FUTURE OUTLOOK

Historic resources made available through the CARES Act and American Rescue Plan combined with an expansion of the Food and Beverage Tax provide a historic opportunity to position the Homeless Trust to add to the supportive housing pipeline and further reduce homelessness in Miami-Dade. Unlike many communities that saw a dramatic increase in homelessness, particularly unsheltered homelessness during the pandemic, Miami-Dade is seeing record low homeless totals. Unsheltered homelessness is at numbers not seen since 2014, as evidenced by the January 2021 Point in Time



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Count; sheltered and unsheltered homelessness is at its lowest level since the inception of the Homeless Trust in 1993. Enhancements in supportive housing will help end homelessness for people with disabilities who experience recurring or long-term homelessness. By prioritizing people experiencing chronic homelessness for existing supportive housing with tailored supportive services, and by creating opportunities to bring new units online, Miami-Dade will make many more units available for people experiencing homelessness with the highest needs.

The Homeless Trust remains steadfast in its commitment to a Housing First framework, a homeless assistance approach which prioritizes providing permanent housing to people experiencing homelessness without barriers to entry or service participation requirements. Enhancing permanent housing resources, together with further coordination of system, will ensure that when homelessness does occur, it is rare, brief and one-time, and prevented whenever possible.

Our ability to 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 efficiently and effectively meet future housing and service demands.



As Of <= 01/20/2022

Business Plan Report
Homeless Trust

Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Details	Resilience Driver	As of	VR Flag		Actual	Target	FY2021-22 Annualized Target	FY2022-23 Annualized Target
Customer	Eliminate homelessness in Miami-Dade County (HT)	HS1: Basic needs of vulnerable Miami-Dade County residents are met	HS1-1: Reduce homelessness throughout Miami-Dade County	Total number of homeless persons	⬇️	HW-1: Meets Basic Needs	2021 FY		⬆️	3,245	3,400	3,350	3,300
				Number of persons entering the homeless system for the first time	⬆️	HW-1: Meets Basic Needs	2021 FY		⬇️	4,703	3,900	4,700	4,650
				Percentage of persons who return to homelessness within 2 years	⬆️	HW-1: Meets Basic Needs	2021 FY		⬆️	24%	26%	25%	24%
				Average number of days persons remain homeless	⬆️	HW-1: Meets Basic Needs	2021 FY		⬇️	141	130	140	138
				Percentage of persons who achieve an increase in income upon exiting a homeless program	⬆️	HW-1: Meets Basic Needs	2021 FY		⬇️	35%	49%	35%	36%
				Percentage of persons who access permanent housing upon exiting a homeless program	⬆️	HW-1: Meets Basic Needs	2021 FY		⬇️	45	57	57	58
Financial	Meet Budget Targets (Homeless Trust)			Expen: Total (Homeless Trust)	⬇️	LS-1: Promote Leadership and Effective Management	'21 FQ3		⬆️	\$4,291K	\$20,760K	n/a	n/a
				Revenue: Total (Homeless Trust)	⬇️	LS-1: Promote Leadership and Effective Management	'21 FQ3		⬇️	\$8,633K	\$20,760K	n/a	n/a
				Positions: Full-Time Filled (HT)	⬆️	LS-1: Promote Leadership and Effective Management	'21 FQ3		⬇️	18	20	n/a	n/a

Initiatives

There are no Objectives associated to the initiatives