



# Miami-Dade County Homeless Trust Business Plan

**Fiscal Years: 2023 and 2024\***

(10/1/2022 through 9/30/2024)

Approved by:

A blue ink signature of Victoria L. Mallette.

Victoria L. Mallette, Department Director

A blue ink signature of Morris Copeland.

Morris Copeland, Chief Community Services  
Officer

1-30-23

Date

2/7/2023

Date

Plan Date: February 8, 2023

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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>22-23</u> 10	<u>23-24</u> 10

<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>22-23</u> 12	<u>23-24</u> 13



### **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. Miami-Dade's housing affordability crisis, the COVID-19 pandemic, inflation and migrant inflow are putting new demands on the homeless system of care as an increasing number of persons are experiencing or at imminent risk of homelessness. While there are many contributing and complicating factors related to homelessness, the most fundamental need is access to housing, and in particular, supportive housing and extremely low income housing.

Twice per year, the Homeless Trust conducts a census of sheltered and unsheltered persons to better understand trends in homelessness. Annually, the Homeless Trust also conducts a gaps and needs analysis with a wide range of community stakeholders, including persons with lived experience; reviews system performance and project-level performance; and conducts surveys 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. Housing and Urban Developments Policy Priorities.

As the coordinator of the local homeless Continuum of care (CoC) for households experiencing homelessness, the Homeless Trust interfaces regularly with homeless housing and service providers and stakeholders. These stakeholders include representatives of emergency, transitional, and permanent housing; street outreach teams; 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 homeless/formerly homeless persons, among others. The Trust continued to work 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, 4E, and Thrive305 Summary**

HS1-1 Reduce homelessness throughout Miami-Dade County

### **Strategic Alignment, 4E, and Thrive305 Summary (continued)**

<b>Selected Measure Name</b>	<b>4E (Environment, Equity, Economy, or Engagement)</b>	<b>Thrive 305 Priority or Action</b>
Grow and further develop existing Access Points and Homeless Management Information System (HMIS) partners to ensure persons experiencing and at risk of homelessness are efficiently connected to community resources and supports	Engagement	Action 1.1
Further develop street outreach teams to connect	Engagement	Action 1.3



**Departmental Business Plan and Outlook**  
**Department Name: Miami-Dade County Homeless Trust**  
**FY2022-23 & FY2023-24**

households experiencing unsheltered homelessness to housing and services		
Partner with Public Housing Authorities, the Public Child Welfare System, affordable housing developers, landlords and others to increase the number of units in the pipeline dedicated to persons experiencing homelessness	Equity	Action 3.1
Acquire and renovate up to four (4) new properties to create up to 550 units for people experiencing homelessness	Equity	Action 3.2
Continue capacity building to gain and retain non-profit organizations in the delivery of homeless housing and services	Engagement	Action 11.1

## KEY ISSUES

- Miami-Dade's housing affordability crisis and lack of affordable rental units for extremely low income persons experiencing homelessness and supportive housing for disabled persons experiencing homelessness.
- Post-pandemic economy, including increased inflation, resulting in households struggling to meet basic needs.
- Labor shortages for essential workers in the homeless system, including case managers and housing navigators.
- 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.
- 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.



## Departmental Business Plan and Outlook

Department Name: Miami-Dade County Homeless Trust

FY2022-23 & FY2023-24

- Ensuring the voices of persons with lived experiences of homelessness are embedded into decision making.
- 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.
- Protecting and serving highly vulnerable persons experiencing homelessness from disasters, including hurricanes and infectious diseases.

## PRIORITY INITIATIVES

- Add new units of extremely low income and supportive housing to the development pipeline for persons experiencing homelessness.
  - Acquire and renovate up to four (4) existing properties to serve no fewer than 550 households experiencing homelessness
  - Collaborate with affordable housing developers to increase set-asides and preferences
  - Collaborate with the four area Public Housing Agencies (Miami-Dade, Hialeah, Miami Beach and Homestead) to leverage vouchers and public housing
  - Retain and recruit new landlords
- Amend state legislation during the Fiscal Year 2023 Legislative Session to allow for the inclusion of the municipalities of Miami Beach, Surfside and Bal Harbour in the Local Option 1% Food and Beverage Tax.
- Drive continuous CoC system performance improvement through implementation of newly developed strategies with an emphasis on reducing length of time homeless for sheltered and unsheltered persons; increasing successful exists to permanent destinations for sheltered and unsheltered persons, and persons phasing out of short-term rental assistance programs; and promote housing stability and prevent returns to homelessness for persons who exit to permanent destinations



## Departmental Business Plan and Outlook

Department Name: Miami-Dade County Homeless Trust

FY2022-23 & FY2023-24

- Further embrace “no wrong door” approach to homeless services, with an emphasis on unsheltered persons.
  - Ensure robust on-the-street engagement and utilization of best practices by outreach teams
  - Enhance mobile case management services for unsheltered persons
  - Grow, as appropriate, and further develop existing Access Points
  - Enhance, as appropriate, Homeless Management Information System partnerships with non-CoC contracted providers serving persons experiencing homelessness
  - Ensure utilization of common assessment and warm handoffs for persons calling the Homeless Helpline
- 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 Homeless Prevention and Rapid Rehousing (rental assistance and support services) programming for persons at risk of or experiencing homelessness, including survivors of Domestic Violence and Human Trafficking
  - 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.
- Continue to evolve program evaluation to ensure compliance with standards of care, policies and procedures. Enhance monitoring tools, provider/client engagement, and improve technical assistance.
- Continued fundraising in partnership with The Miami Foundation to secure private sector funding to house and serve persons experiencing homelessness

## FUTURE OUTLOOK

The housing crisis, inflation, COVID-19, and migrant inflow are putting new pressures on the homeless system. Because of a lack of housing stock for extremely low-income households with special needs, the Homeless Trust is working aggressively, through acquisition and renovation, to scale up housing with supportive services for persons experiencing homelessness, in partnership with multiple jurisdictions, including Miami and Miami Beach. The Homeless Trust is also working with Public Housing Agencies to scale up voucher set-asides for homeless households, with referral made by the Trust. By targeting resources to people experiencing homelessness with the most severe service needs, the goal is to significantly reduce homelessness, and in particular, unsheltered homelessness.



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 with a continued effort at the state level to include exempted communities (Miami Beach, Surfside, Bal Harbour) in the penny program; 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 Homeless 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 with the health and behavioral health, law enforcement and criminal justice systems 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 and with an emphasis on data-drive decision-marking, 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.

## **ATTACHMENT 1**



















### **BUSINESS PLAN REPORT**



As Of &lt;= 01/19/2023

### Business Plan Report

#### Homeless Trust

Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Details	As of	VR Flag	Actual	Target	FY2022-23 Annualized Target	FY2023-24 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		2022 FY		3,276	3,350	3,350	3,300
				Number of persons entering the homeless system for the first time		2022 FY		5,101	4,700	4650	4600
				Percentage of persons who return to homelessness within 2 years		2022 FY		19%	25%	24	23
				Average number of days persons remain homeless		2022 FY		145	140	138	137
				Percentage of persons who achieve an increase in income upon exiting a homeless program		2021 FY		35%	49%	35%	36%
				Percentage of persons who access permanent housing upon exiting a homeless program		2022 FY		55	57	58	59
Financial	Meet Budget Targets (Homeless Trust)			Expen: Total (Homeless Trust)		'22 FQ3		\$14,581K	\$21,482K	85925	n/a
				Revenue: Total (Homeless Trust)		'22 FQ3		\$19,620K	\$21,482K	85925	n/a
				Positions: Full-Time Filled (HT)		'22 FQ3		21	20	n/a	n/a

Key:  - Initiative  - Featured Objective

### Initiatives

There are no Objectives associated to the initiatives

Name contains any Homeless Trust