



Miami-Dade County Homeless Trust Business Plan

Fiscal Years: 2017 and 2018
(10/1/2016 through 9/30/2018)

Approved by:

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

Victoria Mallette, Department Director

A handwritten signature in black ink, appearing to read "Russell Benford".

Russell Benford, Deputy Mayor

Plan Date: February 13, 2017

Delivering Excellence Every Day



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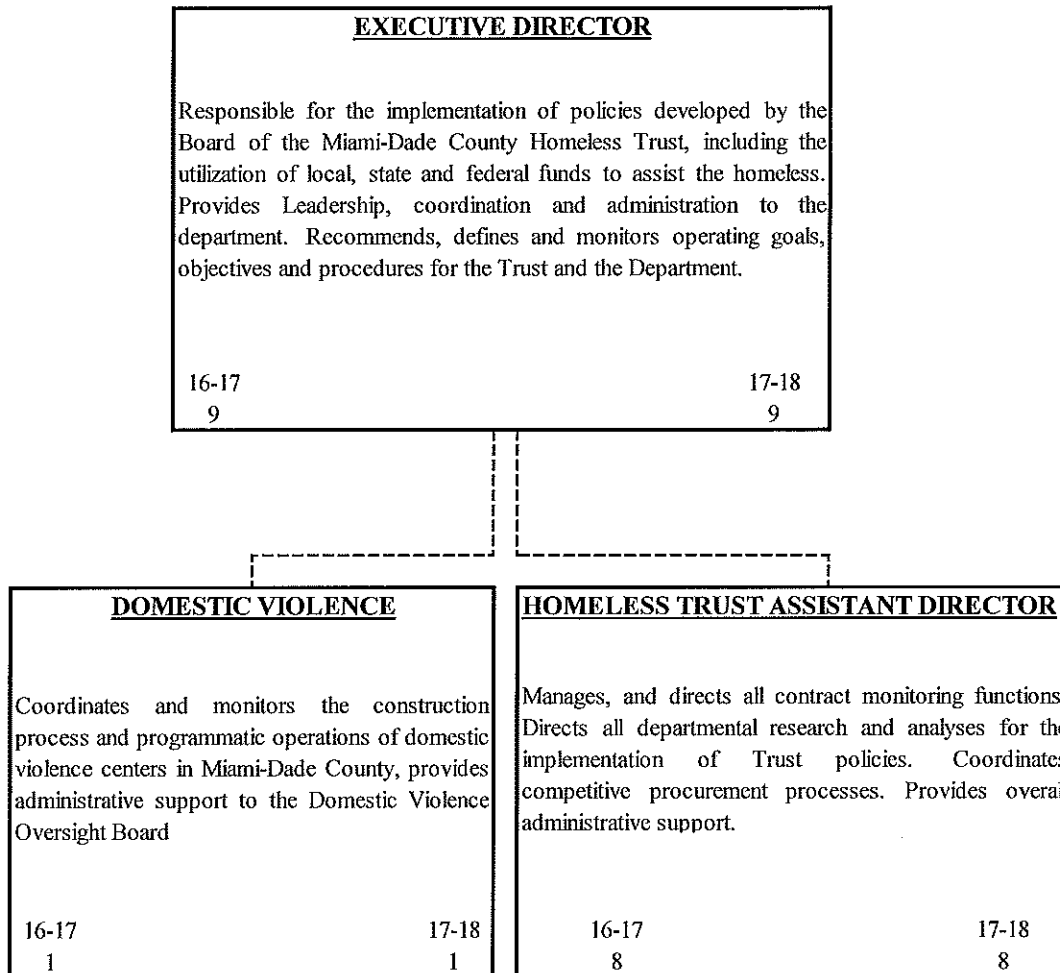
DEPARTMENT OVERVIEW

Department Mission

Administer the proceeds of the portion of the one percent Food and Beverage Tax and other revenue sources dedicated to activities 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 shelter or housing, 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.

In January of each year, the Homeless Trust administers point-in-time 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. 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 Homeless Trust Committees, 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, 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

- The continued implementation of the Miami-Dade County Community Homeless Plan, which is now reviewed annually and aligned with federal goals and U.S. HUD policies and program priorities, putting a greater emphasis on providing housing and services to chronically homeless persons in the County. System modifications continue to be developed and implemented to prioritize resources to serve the chronic homeless. Additional approaches include utilizing a Housing First model continuum-wide, employing specialized outreach teams to better engage hard-to-reach persons, adopting a universal assessment tool and creating orders of priority. Goals include ending chronic homelessness by 2017 and family and youth homelessness by



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2020, while also sustaining systems created to ensure Veteran homelessness is rare, brief and non-recurring. Federal funding will be tied to the extent that local efforts are united and aligned with these federal priorities, and to the level by which we meet specific performance objectives relating to federal policies, including number of homeless, length of time homeless, successful exits to permanent housing, employment and income growth and returns to homelessness.

- The loss of federal funding in FY 15-16 for Transitional Housing (TH) and Support Services Only (SSO) homeless programs is further shifting the way the Continuum of Care provides services to homeless individuals and families. Funding was lost for 23 programs, as HUD continues to emphasize permanent housing to end homelessness. Food and Beverage Tax reserves are providing one-time program continuation funding, at a maximum of \$4.6 million, for FY 16-17 as providers review their projects for cost-effectiveness, performance and eligibility criteria, and consider positioning themselves to provide a permanent housing model, making them eligible to compete for new HUD funding. The Trust has also engaged several technical assistance providers to assist in reviewing the TH portfolio, and the system as a whole, including a review of system performance and housing stock to inform possible system right-sizing and improve the Trust's competitive grant submittal. During the annual HUD grant process, the Continuum of Care continues to aggressively use reallocation as a tool to create new permanent housing projects. HUD is expected to continue to ask Continuums of Care to submit funding renewal requests with reductions up to 15-percent. Federal funding continues to represent 53% of the Homeless Trust's budget, providing for 74 programs.
- 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 7.11% over the past four (4) fiscal years. Even so, the demand for housing and services far outpaces tax revenue growth. The Trust has initiated discussions with the three (3) communities exempt from the Food and Beverage Tax – Miami Beach, Surfside and Bal Harbour – to better understand their challenges with regard to homelessness, and their willingness to remove the exemption or increase their general fund contributions toward ending homelessness. While the U.S. economy continues to improve, it not without risks. Locally, Zika outbreaks and the threat of Category 4 Hurricane Matthew, have impacted tourism, which in turn impacts the Food and Beverage Tax. With this understanding, the Homeless Trust has taken a cautious posture in how funds are budgeted, and continues to be proactive in creating 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.
- 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.
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- 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 (Veterans Affairs, South Florida Behavioral Health Network, hospitals, jails, crisis units, Head Start and Early Head Start, CareerSource, TANF, Medicaid, etc.). Technical assistance is being sought to improve discharge planning and information sharing across systems, as well as improve CoC-wide coordinated entry.
- 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 experiencing domestic violence, and technical assistance to assess community's domestic violence housing and services portfolio to help determine the appropriate scale and mix of interventions for survivors.

PRIORITY INITIATIVES

- System performance improvement and management, including further analysis of progress on HUD performance measures, setting of revised benchmarks, analysis of long-term stayers to identify housing placement strategies and trends with regard to returns to homelessness.
- Housing stock analysis and system right-sizing, including data-driven gaps and needs analysis for Permanent Supportive Housing and Transitional Housing.
- CoC Collaborative Applicant capacity building to maximize competitiveness in the national grant completion, including review of ranking, scoring and tiering methodology, management of CoC grants, and review and update of strategic plan.
- 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. This may require the hiring of additional staff positions in order to be able to carry out these needed functions.
- Ending chronic homelessness by prioritizing households with the longest histories of homelessness and most severe disabilities for housing, and creating new permanent supportive housing units for this targeted population and improving quality of existing programming.
- Continued prioritization of homeless Veterans and sustaining systems created to ensure Veteran homeless remains rare, brief and one-time.
- 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.



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- 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 improve quality of existing programming.
- Improved methodologies to identify homeless youth, and improve coordination with a broad range of stakeholders to support the unique needs of unaccompanied minors (ages 13-24).
- Further analysis and data sharing between systems to prevent discharges into homelessness (jail, hospitals, crisis units).
- Partnerships with Miami Beach, Surfside and Bal Harbour to increase homeless resources through Food and Beverage Tax or other dedicated funding sources.
- Improved landlord marketing and outreach, engagement and retention to expand permanent housing opportunities for individual and families. Strategies to include creation of a risk mitigation fund and landlord-tenant helpline.
- Further enhancement of coordinated intake/assessment process through improved technology and continued development of customer service standards and training.
- Continued implementation and expansion of the homeless donation meter campaign with the goal of raising awareness of homelessness and decreasing panhandling.
- Set a path toward ending all homelessness through the creation of new permanent housing opportunities 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.

FUTURE OUTLOOK

The Homeless Trust remains steadfast in its commitment to end homelessness in Miami-Dade County, and has embraced ambitious national goals to end chronic homelessness in 2017, end youth and family homelessness by 2020, sustain efforts to end Veteran homelessness, and ultimately, set a path toward ending all homelessness.

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 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,



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inform the strategic allocation of limited resources, and create innovative programming and collaborations to bring an end to homelessness.

With a new administration in Washington, DC, 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.

