



**United We End  
Homelessness**  
BROWARD COUNTY

## **Broward Business Council on Homelessness**

**FY 2018-2019**

**Year End Report**

**Submitted To: City of Ft. Lauderdale**

**February 2020**

## Background

In 2018, there were approximately 83 City of Ft. Lauderdale residents who were without stable housing and living in an encampment at the downtown Broward County Main Public Library. The local governments of Broward County and the City of Ft. Lauderdale determined a need for community collaboration in order to address the housing and service needs of these vulnerable people. Therefore, local governments, the Homeless Continuum of Care providers, and United Way of Broward County (UWBC) engaged local business leaders to create the “Broward Business Council on Homelessness” (BBCH). It is through this Council that the stakeholders developed and implemented a program “**United to End Homelessness**”. United to End Homelessness has three distinct goals:

1. Relocate those homeless individuals/families living in the encampment to more safe and secure housing;
2. Develop partnerships and leverage resources to address the housing needs of homeless Broward residents and for those individuals/families who are at risk of homelessness; and,
3. To create a programmatic and resource development infrastructure with key stakeholders and partners in order to continue the work of addressing homelessness in our community.

Following what has been deemed a national “best practice”, UWBC/BBCH chose a “**Housing First**” model. Research shows that when someone is housed first then the client is better positioned to address his/her other social service needs (e.g. substance use, behavioral health concerns, employment needs, etc.) through the assistance and support of the non-profit community providers. When a person does not have to worry about where he/she sleeps at night they are better prepared to tackle his/her challenges to reaching full self-sufficiency.

Effective Rapid Re-Housing (RRH) and Homelessness Prevention (HP) services programming are the core components of the Broward Business Council on Homelessness’ **United We End Homelessness** program. There are three interrelated core concepts that underlie programs to assist people who are experiencing homelessness or at risk of homelessness. These concepts are supported by many years of practice and positive program outcomes. The core concepts are:

1. **Housing First:** Housing First approaches recognize and promote responses based on the belief that housing is a basic right that should be provided as quickly as possible, without any preconditions that prevent a person experiencing homelessness from gaining that housing. Traditional homelessness programs have been based upon the assumption that people should not be placed into housing until they have resolved personal issues, such as diagnosis and treatment of a disability or training in independent living skills. Conversely, a Housing First approach assumes that people should start with stable, permanent housing. They may then choose to address other life issues by engaging in services as needed and desired.
2. **Crisis Response:** Consistent with the Housing First approach, RRH and HP programs are designed to serve as a short-term response to the crisis of homelessness or imminent homelessness. They are based on a crisis intervention model rather than a longer-term, rehabilitative or other behavioral change model. The crisis may not be resolved the day of housing placement or when the eviction notice been withdrawn, but through the program, staff are able to continue to focus on providing the services needed to achieve long-term housing stability. Each household must be recertified every three months to document continued eligibility and justification for need.

3. **Choice:** While very low-income households do not have as many choices as those with higher incomes, they still have the right to make their own decisions about what they need and how to achieve that. Among those choices: where and with whom they will live (at least for the immediate future) and when/whether they wish to address anything beyond the immediate housing crisis.”

Through the generous funding (\$800,000) from the City of Ft. Lauderdale, UWBC/BBCH embarked on the coordination and relocation of the homeless individuals and families from the downtown encampment in front of the Broward County Main Library. This report provides an overview of the accomplishments of FY 2018-2019 and provides an overview of the upcoming Broward Council on Homelessness’ **United to End Homelessness** activities of FY 2019-2020.

### Phase 1: Encampment

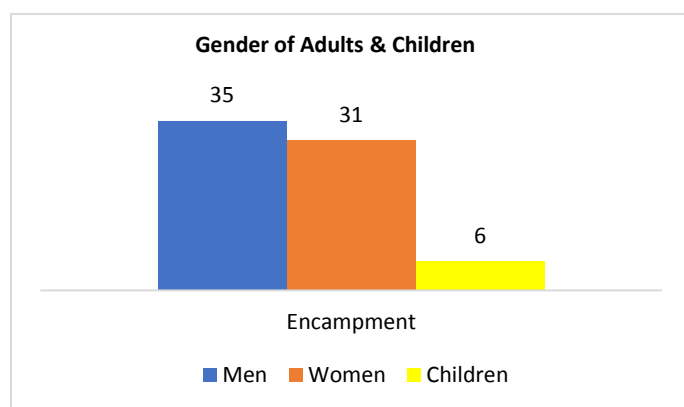


Figure 1.0: Encampment Gender Demographics

The UWBC/BBCH in partnership with the City of Ft. Lauderdale, Broward County’s Community Partnership and Family Success Administration divisions began to work on clearing the encampment and relocating the homeless individuals/families to local hotels with the goal of permanent housing placement within 90 days. The population represented a variety of individuals and families with multiple service needs.<sup>1</sup>

It has been noted in the Broward County report that “At the encampment some of the children and partners of the encampment residents were residing with various friends and family members. Once housing was established...four additional adults joined their partners and six children were reunited with their parents.”<sup>2</sup>

When analyzing the age of encampment residents, it was identified that 25 individuals were between the ages of 35-44, 17 individuals were 25-34, 15 individuals were 45-54, 8 individuals were 55 and above, 6 were young adults 18-24, and 12 were children 17 and under.

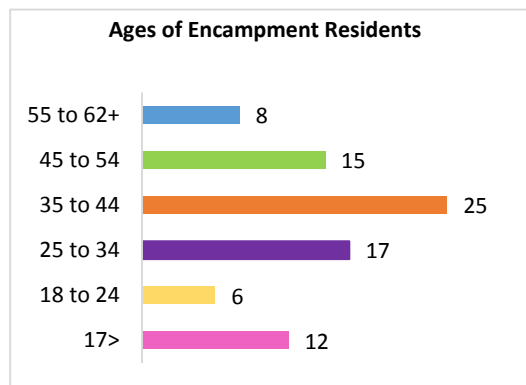


Figure 2.0: Age of Encampment Residents

When reviewing the demographic data for race and ethnicity, Broward County found that “The racial and ethnic mix at the encampment included 2% bi-racial (N=2), 66% African American (N=55) and 32% White (N=26).”<sup>3</sup> There were 73 individuals (88%) who were reported as Non-Hispanic and 10 who self-identified as Hispanic (12%).

<sup>1</sup> Broward County, Rapid Re-Housing Pilot Project Housing Options Service Team (Host). Markers for Success.

<sup>2</sup> Ibid.

<sup>3</sup> Ibid.

Through the outreach teams, we learned that 40 individuals reported behavioral health concerns (48%), 31 had substance use challenges (38%), 7 had chronic health conditions (8%), and 5 had physical disabilities (6%).<sup>4</sup>

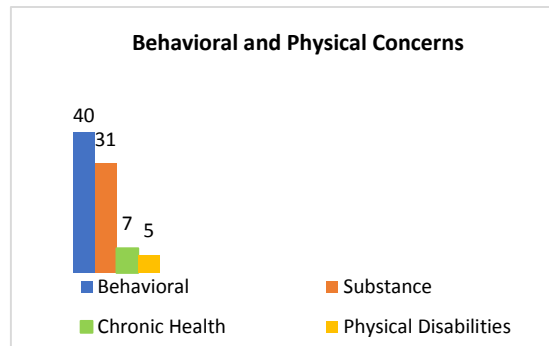


Figure 3.0: Behavioral and Physical Health Concerns

When reviewing the housing placements, there were 26 individuals/families who were placed in permanent supportive housing (Broward County Housing Authority), 20 were placed in a rapid rehousing (RRH) program through a partnership with the Salvation Army,

7 were moved from RRH to permanent supportive housing (PSH), and at the time of reporting there were four who were still pending placement.<sup>5</sup> Figure 4.0 provides an overview of housing placement for encampment residents.

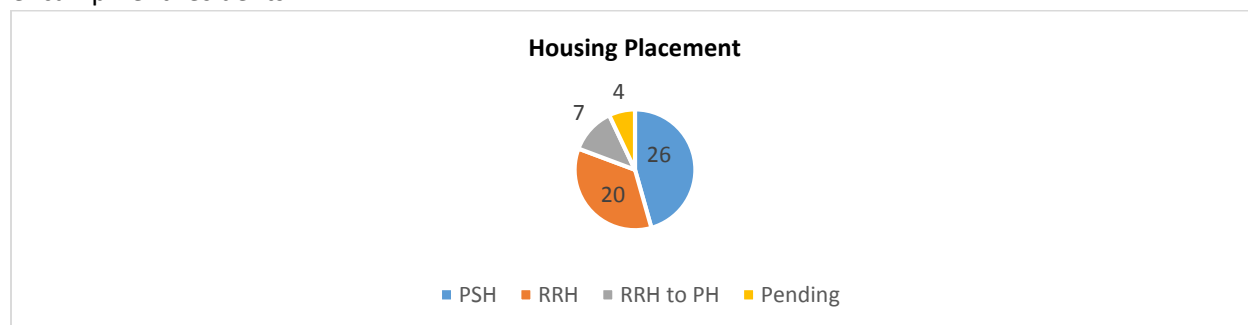


Figure 4.0: Housing Placement of Encampment Residents

## Phase 2: UWBC/BBCH Activities, FY 2018-2019

As noted previously, through the generous support of \$800,000 from the City of Ft. Lauderdale UWBC/BBCH has been positioned to continue the work of placing those who are homeless or at risk of homelessness in rapid rehousing programs and provide additional supports such as day respite, meal sharing, and case management services. In addition, City funds have supported UWBC/BBCH clients with move in costs (first, last, and security deposits), furniture, hotel expenses, storages costs, and the ability of UWBC/BBCH to obtain and secure master leases. The following provides an overview of the accomplishments for FY 2018-2019.

<sup>4</sup> Ibid.

<sup>5</sup> Ibid.

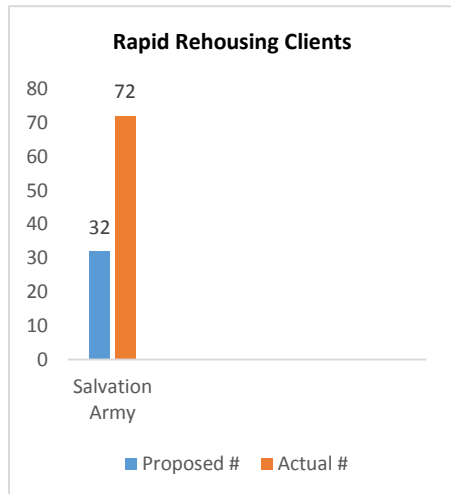


Figure 5.0: Salvation Army RRH

UWBC/BBCH contracted with the Salvation Army to provide RRH services to 32 individuals/families. The contract value was for \$268,000. However, the Salvation Army was able to exceed the contract requirements by serving 72 individuals/families at a cost of \$220,107.70. In addition, the Salvation Army received a contract, originally valued at \$182,739.56. However, there was an increase of \$30,027.00 bringing the total to \$212,766.56 to provide day respite services. The services provided under the day respite included, but not limited to: meals (breakfast and lunch); laundry services; bus passes; clothing vouchers; showers; and, linkages/referrals to community social service providers. The proposed numbers served were 35 individuals/families monthly. The Salvation Army exceeded their proposed goal by serving 53 individual/families per month.

The Salvation Army also received City of Ft. Lauderdale funds to provide their clients with utility deposits, The original allocation was for \$12,600.00 to provide assistance to 34 individuals/families. The allocation was reduced to \$2,943.73 and the Salvation Army expended the full funds providing utility deposits for 24 individual/families. Table 1.0 provides an overview of the allocations, proposed numbers served, actual numbers served, and the utilization rate of the Salvation Army.

Program	Initial City Allocation	Increase/Decrease	Final City Allocation	Proposed Outcomes	Amount Reimbursed by City	Outcomes To-Date	VARIANCE
TSA ESG Rapid Rehousing	\$268,000.00	\$0.00	\$268,000.00	32 clients	\$220,107.70	72 clients	\$47,892.30
TSA Day Respite	\$182,739.56	\$30,027.00	\$212,766.56	35 clients per month	\$199,572.56	53 clients per month	\$13,194.00
TSA Utility Deposits	\$12,600.00	-\$9,656.27	\$2,943.73	34 clients	\$2,943.73	24 clients	\$0.00

Table 1.0: The Salvation Army Overview, FY 2018-2019

In addition to the contractual relationship with the Salvation Army, UWBC/BBCH executed two contracts with HOPE South Florida (HSF) to provide day respite and meal sharing for their homeless or at risk clients. The day respite contract was valued at \$88,673.00 and was fully utilized. The services provided under the day respite included, but not limited to: meals (breakfast and lunch); laundry services; bus passes; clothing vouchers; showers; and, linkages/referrals to community social service providers. The proposed numbers to be served were 25 unduplicated families per day.

However, as is often the case, a family will continue to visit the program frequently in order to take advantage of the assistance available. In reviewing the sign in sheets between the dates of February 1, 2019 to October 31, 2019, we found that HSF served a total of 2,360 people of which 561 were unduplicated families. The number served goal was not met by 340 individuals/families. UWBC/BBCH has been working with HSF on the clarity and reliability of recordkeeping and in the current fiscal year (FY

2019-2020) all individuals/families will be entered in the UWBC's Services and Activities Management Information System (SAMIS) to ensure data integrity.

UWBC/BBCH also provided support to HSF for meal sharing. Meal sharing was provided in nine sites throughout the City of Ft. Lauderdale and included the following: hot nutritious meals with beverages; transportation; showers; and service linkages and referrals to community social service providers. The original meal sharing contract was valued at \$21,823.00 with a subsequent increase of \$5,564.00 totaling \$27,387.00. The proposed numbers served were 150 individuals weekly. However, due to the demand HSF served 875 individuals. Table 2.0 provides an overview of the HSF allocations, utilization and production.

Program	Initial City Allocation	Increase/Decrease	Final City Allocation	Proposed Outcomes	Amount Reimbursed by City	Outcomes To-Date	VARIANCE
HSF Day Respite	\$88,673.00	\$0.00	\$88,673.00	25 families per day	\$88,673.00	10 families per day	\$0.00
HSF Meal Sharing	\$21,823.00	\$5,564.00	\$27,387.00	150 individuals per week	\$27,387.00	875 individuals weekly	\$0.00

Table 2.0: HOPE South Florida Overview, FY 2018-2019

UWBC/BBCH also entered into a contractual relationship with the Broward County Housing Authority (BCHA) to support the move in costs for people who were receiving permanent supportive housing. Table 3.0 provides an overview of the allocations, utilization, and production of BCHA.

Program	Initial City Allocation	Increase/Decrease	Final City Allocation	Proposed Outcomes	Amount Reimbursed by City	Outcomes To-Date	VARIANCE
BCHA Move in Costs	\$37,567.00	-\$12,377.00	\$25,190.00	34 clients	\$17,851.00	24 households	\$7,339.00

Table 3.0: BCHA Overview, FY 2018-2019

As noted, there were additional allowable expenditures provided by the City of Ft. Lauderdale in the categories of furniture, master leases, hotel costs for individuals/families waiting for transition into a RRH or PSH, and storage for client's personal items. Table 4.0 provides an overview of allocation and utilization.

Program	Initial City Allocation	Increase/Decrease	Final City Allocation	Proposed Outcomes	Amount Reimbursed by City	Outcomes To-Date	VARIANCE
Furniture	\$16,000.00	-\$112.00	\$15,888.00	16 clients	\$15,888.00	16 clients	\$0.00
Master Lease	\$45,000.00	-\$34,600.00	\$10,400.00	5 clients	\$10,400.00	5 clients	\$0.00
Hotel	\$126,000.00	\$21,160.27	\$147,160.27	77 clients	\$147,160.27	81 clients	\$0.00
Storage	\$1,597.44	-\$6.00	\$1,591.44	1 month	\$1,592.01	1 month	\$0.57

Table 4.0: Allowable Expenditures, FY 2018-2019

UWBC/BBCH is grateful for the support of the City of Ft. Lauderdale. The original investment in FY 2018-2019 by the City was \$800,000 of which \$731,575.27 was utilized. This leaves a balance of \$68,424.73. Table 5.0 provides a complete overview of the UWBC/BBCH efforts for FY 2018-2019.

Program	Initial City Allocation	Increase/Decrease	Final City Allocation	Proposed Outcomes	Amount Reimbursed by City	Outcomes To-Date	VARIANCE
TSA ESG Rapid Rehousing	\$268,000.00	\$0.00	\$268,000.00	32 clients	\$220,107.70	72 clients	\$47,892.30
TSA Day Respite	\$182,739.56	\$30,027.00	\$212,766.56	35 clients per month	\$199,572.56	53 clients per month	\$13,194.00
TSA Utility Deposits	\$12,600.00	-\$9,656.27	\$2,943.73	34 clients	\$2,943.73	24 clients	\$0.00
HSF Day Respite	\$88,673.00	\$0.00	\$88,673.00	25 families per day	\$88,673.00	10 families per day	\$0.00
HSF Meal Sharing	\$21,823.00	\$5,564.00	\$27,387.00	150 individuals per week	\$27,387.00	875 individuals weekly	\$0.00
BCHA Move in Costs	\$37,567.00	-\$12,377.00	\$25,190.00	34 clients	\$17,851.00	24 households	\$7,339.00
Furniture	\$16,000.00	-\$112.00	\$15,888.00	16 clients	\$15,888.00	16 clients	\$0.00
Master Lease	\$45,000.00	-\$34,600.00	\$10,400.00	5 clients	\$10,400.00	5 clients	\$0.00
Hotel	\$126,000.00	\$21,160.27	\$147,160.27	77 clients	\$147,160.27	81 clients	\$0.00
Storage	\$1,597.44	-\$6.00	\$1,591.44	1 month	\$1,592.01	1 month	\$0.57
<b>TOTAL</b>	<b>\$800,000.00</b>	<b>\$0.00</b>	<b>\$800,000.00</b>		<b>\$731,575.27</b>		<b>- \$68,424.73</b>

Table 5.0: Total Allocations and Utilization, FY 2018-2019

### Phase 3: UWBC/BBCH Activities, FY 2019-2020

UWBC/BBCH is continuing to work towards eradicating homeless through the continuation of our contractual partnerships with the Salvation Army and HOPE South Florida. Additionally, we have add two new partners: Broward Housing Solutions for RRH; Memorial Healthcare System for care coordination services at the Community Court; Showering Love, Inc. to provide showers, clothing, and hygiene kits for Community Court Participants. Table 6.0 provides an overview of the status of each current FY 2019-2020 contracts.

Provider	Program	Allocation	Contract Dates	Contract Status	Numbers to be Served	Comments
Broward Housing Solutions (BHS)	<b>Rapid Rehousing</b> <ul style="list-style-type: none"> <li>• Case Management and coordination of needed social services;</li> <li>• Assistance obtaining or coordinating other public benefits, direct provision of other public benefits;</li> <li>• Housing Placement and rent assistance;</li> <li>• Employment Training;</li> <li>• Linkages to Medial and legal services; and,</li> <li>• Other supportive services as approved by UWBC.</li> </ul>	\$250,000.00	January 1, 2020-September 30, 2020	Executed	12 individuals with a mental health diagnosis	<p>BHS has begun screening potential clients for the Rapid Rehousing Program</p> <p>Referral source: HMIS</p>
HOPE South Florida (HSF)	<b>Rapid Rehousing</b> <ul style="list-style-type: none"> <li>• Case Management and coordination of needed social services;</li> <li>• Assistance obtaining or coordinating other public benefits, direct provision of other public benefits;</li> <li>• Housing Placement and rent assistance;</li> <li>• Employment Training;</li> <li>• Linkages to Medial and legal services; and,</li> <li>• Other supportive services as approved by UWBC.</li> </ul>	\$250,000.00 (State of FL funds to the City of Ft. Lauderdale)	January 1, 2020-June 30, 2020	Executed	25 individuals and families	<p>RRH staff hired and began on January 29, 2020</p> <p>HSF has received 20 referrals as of Friday, January 31, 2020.</p> <p>The case manager is in the process of screening the clients to ensure they meet criteria and are able to sustain the unit once the subsidy ends. Those, clients will then come in for intake and begin the housing search process.</p> <p>The housing specialist has already identified available units to show</p>



Provider	Program	Allocation	Contract Dates	Contract Status	Numbers to be Served	Comments
						these families in order to expedite the process.
HOPE South Florida (HSF)	<b>Day Respite</b> <ul style="list-style-type: none"> <li>• Meals (breakfast and lunch);</li> <li>• Laundry services;</li> <li>• Bus passes;</li> <li>• Clothing vouchers;</li> <li>• Showers; and,</li> <li>• Linkages/referrals to community social service providers.</li> </ul>	\$24,000.00	2018-2019 Contract was amended  New contract period is January 1, 2020-February 29, 2020	Executed	25 families daily	This amendment allowed for no disruption in service  UWBC/BBCH is now requiring all day respite participants be entered into the UWBC data management system to ensure data quality.
HOPE South Florida (HSF)	<b>Meal Sharing</b> <ul style="list-style-type: none"> <li>• Hot meals;</li> <li>• Showers; and,</li> <li>• Linkages/referrals to community social service providers.</li> </ul>	\$83,473.00	2018-2019 Contract was amended  New contract period is January 1, 2020-September 30, 2020	Executed	150 individuals weekly	This amendment allowed for no disruption in service
Memorial Healthcare System	<b>Care Coordination Services at Community Court</b> <ul style="list-style-type: none"> <li>• Linkages/referrals to community social service providers</li> </ul>	\$56,250.00	TBD	Contract is in development	TBD	This allocation will fund one FTE Care Coordinator
The Salvation Army	<b>Rapid Rehousing</b> <ul style="list-style-type: none"> <li>• Case Management and coordination of needed social services;</li> <li>• Assistance obtaining or coordinating other public benefits, direct provision of other public benefits;</li> <li>• Housing Placement and rent assistance;</li> </ul>	\$250,000.00	January 1, 2020-September 30, 2020	Contract has been submitted to Salvation by UWBC/BBCH and is awaiting the organization	15 individuals and families	The Salvation Army is in the process of hiring staff.

Provider	Program	Allocation	Contract Dates	Contract Status	Numbers to be Served	Comments
	<ul style="list-style-type: none"> <li>• Employment Training;</li> <li>• Linkages to Medial and legal services; and,</li> <li>• Other supportive services as approved by UWBC.</li> </ul>			review process and signature		
Showering with Love, Inc.	<b>Mobile Shower Unit at Community Court</b> <ul style="list-style-type: none"> <li>• Showers</li> <li>• Clean clothing</li> <li>• Hygiene kits</li> </ul>	\$35,000.00	January 1, 2020- September 30, 2020	Contract has been submitted to Showering with Love for signature	Minimum of 25 Maximum of 50  Weekly	Services will be provided on site at Community Court every Wednesday from 8 a.m. to 1 p.m.

*Table 6.0: Status Overview of FY 2019-2020*

UWBC/BBCH will continue to provide quarterly updates to the City of Ft. Lauderdale regarding the continuing progress of the Broward Business Council on Homelessness' **United We End Homelessness** program. And, we would like to take this opportunity to thank the City of Ft. Lauderdale's Commission for their support and partnership in the critical efforts to address the needs of one of our community's most vulnerable populations.