

# Miami Dade County Homeless Trust Business Plan

**Fiscal Years: 2010 and 2011**  
(10/1/09 through 9/30/11)

Plan Date: April 22, 2010



\_\_\_\_\_  
David Raymond, Department Director

Approved by:



\_\_\_\_\_  
Irene Taylor-Wooten, Special Assistant to the  
County Manager

## TABLE OF CONTENTS

|                                  |          |
|----------------------------------|----------|
| DEPARTMENT PURPOSE/MISSION       | Page 3   |
| STRATEGIC ALIGNMENT              | Page 3,4 |
| PERFORMANCE MEASURES AND TARGETS | Page 5   |
| CRITICAL SUCCESS FACTORS         | Page 5   |
| SUSTAINABILITY                   | Page 6   |
| 3 to 5 YEAR OUTLOOK              | Page 6   |
| <br>                             |          |
| Attachment 1                     |          |
| DEPARTMENTAL PROFILE             |          |
| Table of Organization            |          |
| Financial Summary                |          |
| Capital Budget Summary           |          |
| Business Environment             |          |
| <br>                             |          |
| Attachment 2                     |          |
| BUSINESS PLAN REPORT             |          |

## DEPARTMENT PURPOSE/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.

## STRATEGIC ALIGNMENT

I. The Department's efforts align with the following Miami-Dade County Strategic Plan Goals:

1. HH-5 – Provide adequate, quality, and affordable housing equitably throughout Miami-Dade County
2. HH-4 – Promote independent living through early intervention and support services
3. HH-3 – Improve the future of Miami-Dade County's children and youth

II. Department-related Strategic Plan Outcomes, Departmental Objectives, and Programs & Initiatives:

1.1 Increased availability of affordable and special needs Housing (priority outcome) **HH5-1**

1.1a Provide sufficient housing units to address the needs of the homeless

- Completion of Carrfour Villa Aurora Project (10/1/06 – 12/31/09)
- Completion of the Camillus Re-location Project (7/1/07 – 6/30/10)
- Completion of the Labre Place Project (8/1/07 – 12/31/09)
- The Homestead Air Force Base Development (5/20/08 – 05/19/11)

1.2 Increased access to full continuum of support services for targeted special populations, including sexual assault and domestic violence, immigrant and new entrant, mental health, homeless, substance abuse and recently released inmate services **HH4-3**

1.2a Eliminate homelessness in Miami-Dade County

- The Miami-Dade County Homeless Plan (Ongoing)
  - Implement the new Homeless Prevention – Rapid Re-Housing program funded through a successful grant award from the American Recovery and Reinvestment Act (ARRA)
  - Continued implementation of the Housing Locator Program

1.2b U.S. HUD Objectives (Ongoing)

- Create 100 new permanent housing beds for the homeless population each year
- Increase percentage of homeless persons staying in permanent housing over 6 months to 71%

## Departmental Business Plan and Outlook

Department Name: Miami Dade County Homeless Trust

Fiscal Years: 2009-10 & 2010-11

- Increase percentage of homeless persons moving from transitional housing to permanent housing to 63%
  - Increase percentage of homeless persons becoming employed by 11%
  - Continue to ensure that the Continuum of Care (COC) has a functional Homeless Management Information System (HMIS)
- 1.2c Place all homeless individuals and families in appropriate housing
- Place all homeless individuals and families into Emergency, Transitional, or Permanent Housing (Ongoing)
- 1.2d Maintain constant contact with the homeless population
- Expand funding to Homeless Outreach Teams serving all areas of Miami-Dade County (Ongoing)
- 1.2e Expand resources for departmental operations
- Submit a Federal/State funding request for additional permanent housing units (Units)
- 1.2f Provide advocacy, outreach, safe shelter, transportation, emergency financial assistance, emergency food and clothing to victims of domestic crimes and their families
- Implement Procurement for second Domestic Violence Shelter
  - Expand emergency shelter and services
- 1.3 Increased access to culturally sensitive outreach/prevention and intervention services for Miami-Dade County children, youth and their families (priority outcome) HH3-2
- 1.3a Eliminate homelessness in Miami-Dade County
- Homeless Public Awareness - Implementation of Adopt a Homeless Donation Meter Campaign
  - Educational Video Campaign

### Customer Feedback Plan

In January, 2008, the Homeless Trust administered point-in-time surveys to thousands of homeless individuals and families in our COC. Based on the results of these annual surveys, as well as our CoC working group which is comprised of service providers, formerly homeless people, Homeless Trust Board members, and advocates, priorities are established which led to the priorities for our annual funding cycle from U.S. HUD and our overall homeless plan. These priorities and our business plan priorities are all aligned. This process commences again in January, 2010 and concludes in April, 2010. All of these processes are fully reviewed, adjusted, and approved by the Homeless Trust Committees and ultimately, the full Trust Board.

## PERFORMANCE MEASURES AND TARGETS

For ease of reference, specific information regarding departmental objectives and performance measures including the targets for FY 2009-10 and FY 2010-11 can be found in Attachment 2 – Business Plan Report.

## CRITICAL SUCCESS FACTORS

### Critical Success Factors

- The continued implementation of the Miami-Dade County Homeless Plan; 10 Year Plan to End Homelessness, with a particular emphasis on providing housing and services to each and every chronically homeless person in the County. This will be accomplished via additional outreach, enhanced mental health services, and tracking via the Homeless Management Information System.
- Increases in tax revenue experienced by the Trust in previous years will likely remain flat for the foreseeable future while demand for expanding services will continue to grow. This will not only not allow for the ready expansion of programming as has been the case for the last several years, but continued service reductions will likely take place at the start of Fiscal Year 2010-11, in addition to those carried out in FY 2009-10. The current economic outlook facing the country as a whole, and South Florida in particular has created a substantial challenge for the Homeless Trust for the foreseeable future. As the economy continues to struggle individuals in our community have seen a real decrease in disposable income, resulting in a leveling out in Food and Beverage Tax revenue. Although the department has been proactive in creating reserves (in the form of tax equalization and capital replacement accounts) to mitigate the loss of Food and Beverage Tax revenue, the Trust can no longer fully fund all of the programs currently being offered in the future and some combination of service cuts and utilization of reserves will have to continue to take place.
- Continued implementation of the Building Better Communities Bond program (\$15 Million), which will be utilized for the development of the Homestead Air Force Base – Carrfour Verde Gardens project, which will primarily provide 145 units of permanent supportive housing to homeless individuals and families along with a Nursery/Farmer's Market.
- Providers in need of affordable rental units for scattered site projects are challenged by a lack of inventory of affordable rental units. The implementation and maintenance of current data in the Social-serve Housing locator, in conjunction with MDPHA, is critical.
- Enhanced ongoing communications with HCD and MDPHA to complete current pipeline housing projects
- Implementation of an updated comprehensive Domestic Violence Plan including the siting and development of a second Domestic Violence Shelter to meet the needs of people experiencing domestic violence.

## SUSTAINABILITY

- Verde Gardens project will be LEED certified, and will contain an organic produce nursery and farmers market, providing a positive environmental impact and self sustainability for formerly homeless persons. The project is scheduled for completion in May 2011.
- Each employee has been asked to and has made an environmental pledge, such as turning off their computers, participating in community environmental projects, etc.

## 3 to 5 YEAR OUTLOOK

### 3 to 5 Year Outlook

It is anticipated that there will be a decrease in the recidivism rate of individuals experiencing chronic homelessness based on the implementation of a Memoranda of Agreement (MOA) between the Homeless Trust, Department of Corrections, Department of Children and Families/Our Kids, the Public Health Trust, 11th Judicial Circuit, and Mental Health Hospitals, defining discharge planning roles and responsibilities related to homeless individuals. The accomplishment of this task requires the participation and agreement of other County Department Directors, other entities, and the support of the County Manager. The need for emergency shelter, permanent supportive housing and treatment programs may increase initially as this agreement is implemented, however in the long term the MOA is expected to result in a reduction in re-institutional rates for the mentally ill, substance abusers, homeless and recently released inmates (HH4-3).

The department continues implementation of the 10 Year Plan to end homelessness which will require additional resources. In particular, the availability of land which is appropriately zoned for development of new units of permanent housing as well as the availability of affordable rental units is critical to our success in the development of new programming. The current economic outlook, with rising fuel prices and the dip in the housing market, has resulted in a decrease in disposable income, resulting in a leveling out in Food and Beverage Tax revenue. Increases in tax revenue experienced by the Trust in previous years will likely remain flat for the foreseeable future while demand for expanding services will continue to grow. The department has been proactive in creating reserves (in the form of tax equalization and capital replacement accounts) as well to mitigate the loss of revenue. The ongoing commitment of the federal government to provide additional homeless program funding as well as funding from the state and local government to produce additional affordable housing is something we must protect.

*Attachment 1*  
**DEPARTMENTAL PROFILE**

*Department Description*

The Miami-Dade County Homeless Trust was created in 1993 by the Board of County Commissioners with several primary functions: 1) to administer proceeds of the one-percent food and beverage tax; 2) to implement the local continuum of care plan, a three-phased plan, called the Miami-Dade County Community Homeless Plan (the "Plan"); and 3) to serve in an advisory capacity to the Board of County Commissioners on issues involving homelessness. The Trust is not a direct service provider. Instead, it is responsible for the implementation of policy initiatives developed by the 27-member Miami-Dade County Homeless Trust Board, and the monitoring of contract compliance by agencies contracted with the County, through the Trust, for the provision of housing and services for homeless persons. Through its policies and procedures, the Trust also oversees the utilization of the food and beverage tax proceeds dedicated for homeless purposes, as well as other funding sources, to ensure the implementation of the goals of the three-phased plan. Additionally, the Trust has served as lead applicant on behalf of the County for federal and state funding opportunities, and developing and implementing the annual process to identify gaps and needs of the homeless continuum. The Miami-Dade County Community Homeless Plan is well into implementation as a result of directives of the Board, with policies and funding recommendations made to the Board of County Commissioners in support of the Plan.

The Miami-Dade County Homeless Trust Board is comprised of a 27-member, broad-based membership representing numerous sectors of our community. Current representation includes the County's Mayor, seven appointments from the business and civic community, four appointments from the provider community, two formerly homeless persons, a representative from the professional/academic community, three members of the Miami-Dade League of Cities, three representatives from the Greater Miami Religious Leaders Coalition, a homeless advocate/formerly homeless person, a representative from the Homeless Interfaith Coalition and the membership of the Superintendent of Miami-Dade County Public Schools, the President of the Miami Coalition for the Homeless, the Miami City Manager, the district administrator for the Department of Children and Families, and the Miami-Dade County Commissioner who chairs the Committee overseeing homeless issues (or in the absence of this committee, a member of the Board of County Commissioners). Board members serve three (3) year terms and are allowed to appoint designees to attend and vote on their behalf at meetings. The Trust Board meets monthly and special meetings are called as needed. The Homeless Trust Board has the following committees that also meet regularly or as may be required: The Executive Committee, Services Development Committee, Housing Development Committee, the City of Miami Sub-Committee, Finance and Audit Committee, Continuum of Care Sub-Committee, Judicial Committee, Long Range Planning Committee, and the Homeless Prevention Sub-Committee Committee.

The Miami-Dade County Homeless Trust is the Countywide entity responsible for homeless services. There are seven entitlement jurisdictions (including Miami-Dade County), that receive or are eligible to receive homeless funding from the federal government. We work closely with the other six municipalities (Miami, Miami Beach, Hialeah, Miami Gardens, North Miami, and Homestead) to ensure coordination of resources and provide input into their consolidated plans.

**Departmental Business Plan and Outlook**  
**Department Name: Miami Dade County Homeless Trust**  
**Fiscal Years: 2009-10 & 2010-11**

The Miami-Dade County Homeless Trust has 16 employees, including the Executive Director and the Assistant Director. Homeless Trust staff are all County employees governed by the County-established rules of conduct and other relative policies and administrative orders. Trust staff provides support to the Trust Board, ensures that the Trust Board meets on a regular basis, maintains full Board occupancy, presents policy issues and concerns, and implements their mandates on a timely basis. Staff is also responsible for policy research and document preparation. In addition, staff oversees the daily administration of more than 100 contracts with local providers for the provision of housing and services for the homeless.

The Trust's annual budget is approximately \$42 million, comprised of local food and beverage proceeds, as well as federal (U.S. HUD) and state funding.

The Miami-Dade County Homeless Trust and the Miami-Dade County Community Homeless Plan have been hailed as national models (and "Best Practice") in 1998 for their progressive approach to addressing homelessness. A one-of-a-kind dedicated source of funding, as well as a unique public-private partnership, have drawn the attention and funding of government and private sector agencies. The implementation of the local continuum of care has resulted in major accomplishments since the Board's inception.

With the adoption of our FY 2009-10 Resource Allocation Plan, the administrative responsibilities and staff of the DVOB was transferred to the Homeless Trust Department. The Homeless Trust is responsible for the administration and oversight of the portion of our local food and beverage tax which funds homeless services; the same tax that funds DVOB operations and services. As such, we believe this is an excellent administrative fit for the DVOB staff as the Homeless Trust has a great deal of experience in the administration and development of community-wide planning.

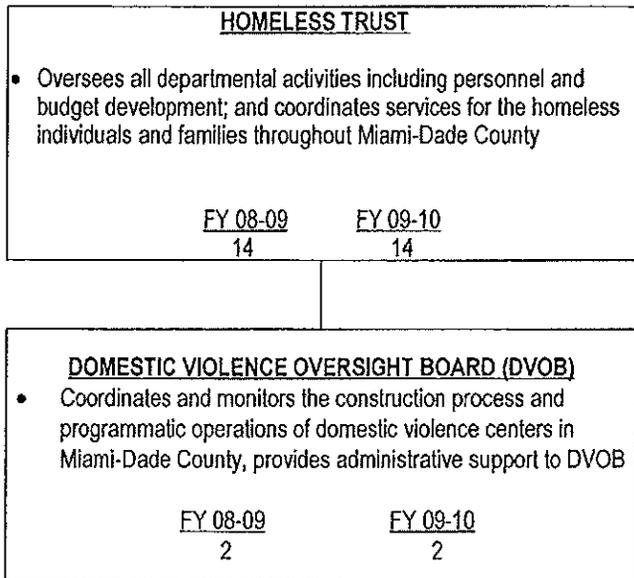
**New Services/Programs:**

The Homeless Trust is embarking on a wide reaching public relations campaign with a goal of educating the public about the Homeless Trust and our services. The campaign will focus on the installation of donation driven parking meters to re-direct monies given to panhandlers. All funds collected from this effort will be utilized for homeless services.

The Homeless Trust will continue to focus on enhancing our homeless prevention programming via the \$7.4 million Federal Stimulus Grant for Homeless Prevention and Rapid Re-Housing. All families who are at risk of or homeless are being triaged via a grant to Camillus House. Families in need of immediate assistance are linked directly with homeless outreach services and placed. Families in need of rental assistance, case management and or other forms of assistance to prevent homelessness receive those services.

**Departmental Business Plan and Outlook**  
**Department Name: Miami Dade County Homeless Trust**  
**Fiscal Years: 2009-10 & 2010-11**

**Table of Organization**



**Financial Summary**

**FINANCIAL SUMMARY**

| (dollars in thousands)                    | Actual<br>FY 07-08 | Budget<br>FY 08-09 | Adopted<br>FY 09-10 |
|---|--------------------|--------------------|---------------------|
| <b>Revenue Summary</b>                    |                    |                    |                     |
| General Fund Countywide                   | 0                  | 0                  | 93                  |
| Interest Earnings                         | 127                | 120                | 90                  |
| Other Revenues                            | 1,535              | 275                | 280                 |
| Carryover                                 | 7,371              | 7,600              | 5,497               |
| Food and Beverage Tax                     | 12,256             | 11,696             | 11,272              |
| Transfer From Other Funds                 | 0                  | 0                  | 2,088               |
| State Grants                              | 1,734              | 564                | 369                 |
| Federal Grants                            | 17,712             | 18,723             | 22,596              |
| <b>Total Revenues</b>                     | <b>40,735</b>      | <b>38,978</b>      | <b>42,285</b>       |
| <b>Operating Expenditures Summary</b>     |                    |                    |                     |
| Salary                                    | 994                | 1,074              | 1,185               |
| Fringe Benefits                           | 283                | 315                | 354                 |
| Other Operating                           | 30,859             | 33,104             | 36,924              |
| Capital                                   | 45                 | 6                  | 6                   |
| <b>Total Operating Expenditures</b>       | <b>32,181</b>      | <b>34,499</b>      | <b>38,469</b>       |
| <b>Non-Operating Expenditures Summary</b> |                    |                    |                     |
| Reserve                                   | 0                  | 4,479              | 3,816               |
| <b>Total Non-Operating Expenditures</b>   | <b>0</b>           | <b>4,479</b>       | <b>3,816</b>        |

| (dollars in thousands)                           | Total Funding      |                     | Total Positions    |                     |
|--|--------------------|---------------------|--------------------|---------------------|
| Expenditure By Program                           | Budget<br>FY 08-09 | Adopted<br>FY 09-10 | Budget<br>FY 08-09 | Adopted<br>FY 09-10 |
| <b>Strategic Area: Health and Human Services</b> |                    |                     |                    |                     |
| Homeless Trust                                   | 1,894              | 1,857               | 14                 | 14                  |
| Domestic Violence Oversight Board                | 0                  | 2,181               | 0                  | 2                   |
| Emergency Housing                                | 8,059              | 8,432               | 0                  | 0                   |
| Permanent Housing                                | 10,526             | 8,586               | 0                  | 0                   |
| Support Services                                 | 5,030              | 9,011               | 0                  | 0                   |
| Transitional Housing                             | 8,990              | 8,402               | 0                  | 0                   |
| <b>Total Operating Expenditures</b>              | <b>34,499</b>      | <b>34,645</b>       | <b>14</b>          | <b>16</b>           |

Departmental Business Plan and Outlook  
 Department Name: Miami Dade County Homeless Trust  
 Fiscal Years: 2009-10 & 2010-11

Capital Budget Summary

**CAPITAL BUDGET SUMMARY**

| (dollars in thousands)                           | PRIOR        | FY 08-09      | FY 09-10     | FY 10-11 | FY 11-12 | FY 12-13 | FY 13-14 | FUTURE   | TOTAL         |
|--|--------------|---------------|--------------|----------|----------|----------|----------|----------|---------------|
| <b>Revenue</b>                                   |              |               |              |          |          |          |          |          |               |
| Building Better Communities GOB Program          | 491          | 10,801        | 3,708        | 0        | 0        | 0        | 0        | 0        | 15,000        |
| FEMA Reimbursements                              | 123          | 0             | 0            | 0        | 0        | 0        | 0        | 0        | 123           |
| State Hurricane Trust Fund                       | 41           | 0             | 0            | 0        | 0        | 0        | 0        | 0        | 41            |
| Stewart B. McKinney Grant                        | 400          | 0             | 0            | 0        | 0        | 0        | 0        | 0        | 400           |
| <b>Total:</b>                                    | <b>1,055</b> | <b>10,801</b> | <b>3,708</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>15,564</b> |
| <b>Expenditures</b>                              |              |               |              |          |          |          |          |          |               |
| <b>Strategic Area: Health And Human Services</b> |              |               |              |          |          |          |          |          |               |
| Homeless Facilities                              | 1,015        | 10,801        | 3,748        | 0        | 0        | 0        | 0        | 0        | 15,564        |
| <b>Total:</b>                                    | <b>1,015</b> | <b>10,801</b> | <b>3,748</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>15,564</b> |

Current Business Environment

**Business Environment**

The Homeless Trust administers services Countywide. Additional resources need to be obtained for homeless individuals and families who are chronically homeless, while maintaining our existing funding base; with limited additional resources, this is a challenge.

The current economic outlook facing the country as a whole, and South Florida in particular has created a substantial challenge for the Homeless Trust for the foreseeable future. This has caused a leveling out in our Food and Beverage Tax revenue, which will not only not allow for the ready expansion of programming as has been the case for the last several years, but continued service reductions will likely take place at the start of Fiscal Year 2010-11, in addition to those carried out in FY 2009-10. Although the department has been proactive in creating reserves (in the form of tax equalization and capital replacement accounts) to mitigate the loss of Food and Beverage tax revenue, the Trust can no longer fully fund all of the programs currently being offered in the future and some combination of service cuts and utilization of reserves will have to continue to take place.

**Customer Feedback Plan**

In January, 2009, the Homeless Trust administered point-in-time surveys to thousands of homeless individuals and families in our Continuum of Care (COC). Based on the results of these annual surveys, as well as our COC working group which is comprised of service providers, formerly homeless people, Homeless Trust Board members, and advocates, priorities are established which led to the priorities for our annual funding cycle from U.S. HUD and our overall homeless plan. These priorities and our business plan priorities are all aligned. This process commences again in January, 2010 and concludes in April, 2010. All of these processes are fully reviewed, adjusted, and approved by the Homeless Trust Committees and ultimately, the full Trust Board.