



Miami-Dade County Homeless Trust Business Plan

Fiscal Years: 2008 and 2009
(10/1/07 through 9/30/09)

Plan Date: <November 28, 2007 >

Approved by:

A handwritten signature in black ink, appearing to be "D. Raymond", written over a horizontal line.

David Raymond,
Department Director

A handwritten signature in black ink, appearing to be "Cynthia Curry", written over a horizontal line.

Cynthia Curry,
Senior Advisor to the County Manager

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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.

STRATEGIC ALIGNMENT

- I. The Department's efforts align with the following Miami-Dade County Strategic Plan Goals:
 - HH-5 – Provide adequate, quality, and affordable housing equitably throughout Miami Dade County
 - HH-4 – Promote independent living through early intervention and support services
 - HH-3 – Improve the future of Miami-Dade County's children and youth
- II. Department-related Strategic Plan Outcomes, Departmental Objectives, and Programs & Initiatives:
 - Increased availability of affordable and special needs Housing (priority outcome) **HH5-1**
 - Provide sufficient housing units to address the needs of the homeless
 - Completion of Carrfour Villa Aurora Project (project commenced on 10/1/06 and as was to be complete by 12/31/08. At staff's request, service date extended by Florida Housing Finance Corporation to 12/31/09)
 - Completion of the Royalton Apartments Project (project commenced on 10/1/06 and was to be complete 12/31/07)
 - Completion of the Camillus Re-location Project (project commenced on 7/1/07 and is to be complete by 6/30/09)
 - Completion of the Labre Place Project (project commenced on 8/1/07 and is to be complete by 11/30/08)
 - The Homeless Trust GOB Plan (project commenced on 10/1/04 and is to be complete by 12/31/07)
 - The Homestead Air Force Base Development (project commenced on 5/1/07 and the County submitted a revised development application approval. Approval received December 17, 2007 and is contingent upon an environmental review. The County will then have 3 years to complete development activities.)
 - 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**
 - Eliminate homelessness in Miami-Dade County
 - The Miami-Dade County Homeless Plan (Ongoing)
 - Perform an evaluation of the Miami-Dade County Continuum of Care
 - Continued implementation of the Housing Locator Program

Departmental Business Plan and Outlook

Department Name: Miami-Dade County Homeless Trust

Fiscal Years: 2007/2008 – 2008/2009

- Implementation of Memoranda of Agreement related to the discharge of homeless persons by other systems of care.
- HUD Objectives (Ongoing)
 - Create 100 new permanent housing beds for chronically homeless population
 - Increase percentage of homeless persons staying in permanent housing over 6 months to 71%
 - Increase percentage of homeless persons moving from transitional housing to permanent housing to 61%
 - Increase percentage of homeless persons becoming employed by 11%
 - Ensure that the Continuum of Care has a functional Homeless Management Information System (HMIS)
- Place all homeless individuals and families in appropriate housing
 - Place all homeless individuals and families into Emergency, Transitional, or Permanent Housing (Ongoing)
- Maintain constant contact with the homeless population
 - Expand funding to Homeless Outreach Teams serving all areas of Miami-Dade County (Ongoing)
- Administrative support for departmental operations
 - Submit a Federal/State funding request for additional permanent housing units
- Increased access to culturally sensitive outreach/prevention and intervention services for Miami-Dade County children, youth and their families (priority outcome) **HH3-2**
- Eliminate homelessness in Miami-Dade County
 - Homeless Public Awareness and Educational Video Campaign (Sortie) (Ongoing)

Customer Feedback Plan

In January, 2007, 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, 2008 and concludes in April, 2008. 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 2007-08 and FY 2008-09 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.
- 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 less people eating out as often. This has caused a decrease in our food and beverage tax revenue which will not allow for the ready expansion of programming as has been the case for the last several years. 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.
- Expanding the homeless housing inventory and finding available land are crucial to the development of additional permanent supportive housing for project based programs.
- Implementation of the GOB program (\$15 Million), which will be utilized for site acquisition (\$2 million) per year to obtain land inventory is crucial.
- 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 MDHA, is critical.
- Development of 52 acres of Homestead Airbase property to produce 145 units of permanent supportive housing for homeless families along with a Nursery/Farmer's Market must be completed by 2010.
- Completion of current pipeline housing projects requires enhanced ongoing communications with OCED/MDHA.

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 execution of a Memoranda of Agreement 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. There should be an increase in the need for permanent supportive housing and treatment programs as this agreement is implemented, however in the long term the MOA will 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 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 less people eating out as often. This has caused a decrease in our food and beverage tax revenue which will not allow for the ready expansion of programming as has been the case for the last several years. 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 Federal, 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 has 14 employees, including the Executive Director and the Assistant Executive Director. 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.

Departmental Business Plan and Outlook
Department Name: Miami-Dade County Homeless Trust
Fiscal Years: 2007/2008 – 2008/2009

The Trust's annual budget is approximately \$40 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.

New Services/Programs:

The Homeless Trust expanded our programming for chronically homeless (long-term homeless) people with mental illness, and co-occurring disorders who are high utilizers of jails, emergency rooms, behavioral health services and crisis stabilization units. These programs will be funded via a combination of Federal (U.S. HUD) and local food and beverage tax dollars. The program will feature permanent supportive housing and intensive wrap-around behavioral health and case management services. Our programs are based on National Best Practice Models, and locally have an 89% success rate.

The Homeless Trust is focusing on greatly enhancing our homeless prevention programming. A trip to review Best Practice Models in Minneapolis, Minnesota resulted in a new model for homeless prevention services. All families who are at risk of or homeless are now 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. Funding for prevention services was increased by more than three times in 2007/08 than the previous level.

Pending approval by the Board of County Commissioners, the execution and implementation of a Memoranda of Agreement 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 will greatly enhance our ability to provide services to individuals upon their release by various institutions. This will greatly reduce their recidivism rates into other systems of care and provide for more immediate housing and services.

Additional programming for Homeless Outreach to chronically homeless persons was provided in 2007/08, with a doubling of our funding for behavioral health outreach services. The current model reduced our County-wide street homeless population to an all time low of 1,683 homeless persons.

Identification assistance for homeless persons has also been identified as a gap based on our annual survey. We will provide funding for these services in the amount of \$50,000.

The Homeless Trust Budget to 2007-08 includes funding in the amount of \$50,000 for an evaluation of our Continuum of Care. While we believe our model is highly successful, there is always room for improvement, this we anticipate an outside evaluation of our system within the next 24 Months.

Homeless Trust

TABLE OF ORGANIZATION

| <u>HOMELESS TRUST</u> |
|---|
| <ul style="list-style-type: none"> • Implements the policies developed by the Board of the Homeless Trust, including the utilization of the local, state, and federal funds to assist the homeless • Serves as staff to the Board of the Homeless Trust and liaison to the Mayor, County Manager, and the Board of County Commissioners • Coordinates Homeless Trust activities and recommends, defines, and monitors operating goals, objectives, and procedures for the Homeless Trust |

FINANCIAL SUMMARY

| (Dollars in Thousands) | Actual FY 05-06 | Budget FY 06-07 | Adopted FY 07-08 |
|------------------------|--------------------|--------------------|---------------------|
| Revenue Summary | | | |
| Carryover | 3,837 | 4,823 | 6,444 |
| Food and Beverage Tax | 11,267 | 11,512 | 11,924 |
| Interest Earnings | 28 | 16 | 120 |
| Other Revenues | 1,146 | 250 | 250 |
| State Grants | 616 | 721 | 1,064 |
| Federal Grants | 16,902 | 19,045 | 20,050 |
| Total Revenues | 33,796 | 36,367 | 39,852 |

| | | | |
|---------------------------------------|---------------|---------------|---------------|
| Operating Expenditures Summary | | | |
| Salary | 827 | 912 | 1,017 |
| Fringe Benefits | 230 | 264 | 284 |
| Other Operating | 27,022 | 29,893 | 34,089 |
| Capital | 8 | 95 | 53 |
| Total Operating Expenditures | 28,087 | 31,164 | 35,443 |

| | | | |
|---|--------------|--------------|--------------|
| Non-Operating Expenditures Summary | | | |
| Reserve | 5,709 | 5,203 | 4,409 |
| Total Non-Operating Expenditures | 5,709 | 5,203 | 4,409 |

| (Dollars in Thousands) | Total Funding | | Total Positions | |
|--|--------------------|---------------------|--------------------|---------------------|
| Expenditure By Program | Budget FY 06-07 | Adopted FY 07-08 | Budget FY 06-07 | Adopted FY 07-08 |
| Strategic Area: Health and Human Services | | | | |
| Administration | 1,690 | 1,853 | 14 | 14 |
| Emergency Housing | 7,545 | 8,043 | 0 | 0 |
| Permanent Housing | 6,614 | 10,188 | 0 | 0 |
| Support Services | 4,573 | 5,022 | 0 | 0 |
| Transitional Housing | 10,742 | 10,337 | 0 | 0 |
| Total Operating Expenditures | 31,164 | 35,443 | 14 | 14 |

Departmental Business Plan and Outlook
Department Name: Miami-Dade County Homeless Trust
Fiscal Years: 2007/2008 – 2008/2009

CAPITAL BUDGET SUMMARY

| (Dollars in Thousands) | PRIOR | FY 07-08 | FY 08-09 | FY 09-10 | FY 10-11 | FY 11-12 | FY 12-13 | FUTURE | TOTAL |
|--|-------|----------|----------|----------|----------|----------|----------|--------|--------|
| Revenue | | | | | | | | | |
| Building Better Communities GOB Program | 2,143 | 0 | 2,143 | 0 | 2,143 | 0 | 2,143 | 6,428 | 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 |
| Total: | 2,707 | 0 | 2,143 | 0 | 2,143 | 0 | 2,143 | 6,428 | 15,564 |
| Expenditures | | | | | | | | | |
| Strategic Area: Health And Human Services | | | | | | | | | |
| Homeless Facilities | 2,215 | 452 | 2,143 | 40 | 2,143 | 0 | 2,143 | 6,428 | 15,564 |
| Total: | 2,215 | 452 | 2,143 | 40 | 2,143 | 0 | 2,143 | 6,428 | 15,564 |

Current Business Environment

Business Environment

The Homeless Trust administers services County-wide. 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, with rising fuel prices and the dip in the housing market, has resulted in a decrease in disposable income, resulting in less people eating out as often. This has caused a decrease in our food and beverage tax revenue which will not allow for the ready expansion of programming as has been the case for the last several years. 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.

Medicaid services for community mental health are scheduled to shift from a fee for service system to a pre-paid, capitated plan. This has already impacted the ability of some of our not-for-profit providers in drawing down required matching funds. We are working with DCF and Medicaid to explore the impact and solutions to our providers and homeless clients.

Customer Feedback Plan

In January, 2007, 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, 2008 and concludes in April, 2008. All of these processes are fully reviewed, adjusted, and approved by the Homeless Trust Committees and ultimately, the full Trust Board.

Proprietary Department Supplemental Information

The Miami-Dade County Homeless Trust is the County-Wide entity responsible for homeless services. There are 6 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 5 municipalities (Miami, Miami Beach, Hialeah, Miami Gardens, and North Miami) to ensure coordination of resources and provide input into their consolidated plans.