

Memorandum



Date: June 12, 2024

To: Honorable Chairman Oliver G. Gilbert, III
and Members, Board of County Commissioners

From: Daniella Levine Cava
Mayor

A handwritten signature in blue ink that reads "Daniella Levine Cava".

Subject: Homeless Trust Report Summarizing and Evaluating All Program and Activities during Fiscal Year 2022-2023

Pursuant to Ordinance 94-66, the Homeless Trust is submitting the attached report summarizing and evaluating all programs and activities undertaken by the Trust during the previous fiscal year. The Fiscal Year 2022-23 Financial Statements were reviewed and approved by the Homeless Trust Board on May 30, 2024.

If you have any questions, please contact Executive Director Victoria Mallette at 305-375-1490.

c: Geri Bonzon- Keenan, County Attorney
Gerald Sanchez, First Assistant County Attorney
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Office of the Mayor Senior Staff
Ronald L. Book Chairman, Homeless Trust
Victoria L. Mallette, Executive Director, Homeless Trust
Manny Sarria, Assistance Executive Director, Homeless Trust
Maria Abreu, Budget Manager, Homeless Trust
Terrell Ellis, Contracts Manager, Homeless Trust
Jennifer Moon, Chief, Office of Policy and Budgetary Affairs
Adeyinka Majekodunmi, Commission Auditor
Basia Pruna, Director, Clerk of the Board

Homeless Trust 2022-2023 Annual Report Summary

The Miami-Dade County Homeless Trust is submitting the attached report pursuant to Section 3 F. of Ordinance 94-66.

Prologue

For nearly three decades, the Miami-Dade County Homeless Trust, the lead agency for Miami-Dade County's Continuum of Care (CoC), has overseen, planned, operated and coordinated housing and services for people experiencing and at risk of homelessness. Together with a diverse 27-member board, which includes elected officials and leaders from the business, academic, judicial, health care, faith-based and nonprofit sectors, as well as persons with lived experience of homelessness, the Homeless Trust has successfully scaled up housing and services, built and fine-tuned coordinated systems, and partnered with many programs and systems in furtherance of our mission to prevent and end homelessness.

We continue to implement and evolve our Community Plan to End Homelessness: Priority Home, which provides a framework for preventing and ending homelessness in Miami-Dade County. As Priority Home implies, a cornerstone of Miami-Dade's CoC is housing. More than 2,700 individuals are in emergency shelters or other temporary care within the CoC each day. Another 1,000-plus are unsheltered. The instinct when we see homelessness on our streets is to hire more outreach workers and create more shelter beds. While these assets are essential to a coordinated system of care, alone they will not help our community end homelessness. A dearth of supportive and extremely affordable housing has created a bottleneck within the CoC where too many households are languishing in shelters and on the streets, with no viable path to housing stability. The Homeless Trust is working to change this dynamic so that individuals and families experiencing homelessness can quickly obtain permanent housing, increase their self-sufficiency, and remain stably housed. Prioritization, set-asides and dedicated housing stock for vulnerable households, combined with an adequate level of supports, is needed countywide, as homelessness touches all segments of our community and is not relegated to a particular neighborhood, population, race or ethnicity. We must bring supportive housing to scale that takes into account households experiencing homelessness with the highest needs and vulnerabilities. We must look beyond stigmas and dispel myths to inspire compassion. Among those experiencing homelessness are veterans, seniors, youth 18-24, families with minor children and persons with disabilities. Efforts to bring desperately needed extremely affordable and supportive housing to scale, in part through adaptive reuse of existing buildings, has been met with tremendous resistance making it difficult for the Homeless Trust to respond adequately and effectively to households in crisis, as well as those who are positioned to regain self-sufficiency. Comprehensive, communitywide solutions are desperately needed or Miami-Dade County will see its homeless numbers steadily increase, returning us to the days that Community Partnership for the Homeless, now Chapman Partnership, founding Chairman, the late Alvah Chapman described as "a sea of inhumanity... living under the expressways in conditions that would have been a disgrace to a third world nation."

We are grateful to the Chairman and members of the Miami-Dade County Board of County Commissioners and Miami-Dade County Mayor Daniella Levine Cava for their continued support of the Homeless Trust. We remain steadfastly determined, with your support, to ensure homelessness is rare, brief, one-time and prevented whenever possible.

Background

The Miami-Dade County Homeless Trust (Homeless Trust) serves as the coordinating entity for the provision of housing and services to individuals and families experiencing and at risk of homelessness throughout Miami-Dade County; serves as the "Collaborative Applicant" for the United States Department of Housing and Urban Development's (U.S. HUD) Continuum of Care Program and the Florida Department of Children and Families Office on Homelessness; implements Miami-Dade County's Community Homeless Plan: Priority Home, which provides a framework for preventing and ending homelessness in

Miami-Dade; administers the one percent Local Option Food and Beverage Tax in furtherance of the Plan; manages Miami-Dade County's Homeless Management Information System (HMIS), the local technology system used to collect client-level data on the provision of housing and services to homeless individuals and families and persons at risk of homelessness; provides administrative, contractual and policy formulation assistance related to homeless housing and services; and serves in an advisory capacity to the Board of County Commissioners on issues involving homelessness.

Eighty-five percent (85%) of Food and Beverage Tax proceeds are dedicated to homeless housing and services and leveraged with federal, state, local and other resources dedicated to providing housing and services for the homeless, including survivors of domestic violence. The Homeless Trust also provides administrative, contractual and policy formulation assistance related to homeless and domestic violence housing and services. Additionally, the Homeless Trust assists in coordinating and monitoring the construction and operations of domestic violence centers in Miami-Dade County, which are funded through the remaining 15 percent of the Food and Beverage Tax. The Domestic Violence Oversight Board (DVOB) serves in an advisory capacity to the Board of County Commissioners on all issues relating to or affecting domestic violence and separately submits an Annual Report to the Board through the Office of Community Advocacy.

Program Summary

As part of the Health and Society strategic area, the Homeless Trust funds and monitors homeless prevention services, temporary and permanent housing, and supportive services for the homeless, including homeless outreach. Each area is specifically designed to meet the unique needs of homeless individuals and families when they first enter the system and as their needs develop and evolve over time. This blend of housing and services comprises what is known as the homeless Continuum of Care (CoC).

Miami-Dade's CoC is a Housing First oriented continuum and aims to offer individuals and families experiencing homelessness access to housing based on the complexity or severity of their needs and without preconditions or service participation requirements.

The primary program components currently funded through the Homeless Trust are:

- **Permanent Housing**

Permanent Housing (PH) is defined as community-based housing without a designated length of stay in which formerly homeless individuals and families live as independently as possible. The two types of permanent housing include Permanent Supportive Housing (PSH) and Rapid Re-housing. Permanent Supportive Housing is permanent housing with indefinite leasing or rental assistance paired with supportive services to assist homeless persons with a disability or families with an adult or child with a disability achieve housing stability. Rapid Re-housing (RRH) emphasizes housing search and relocation services and short-to-medium-term rental assistance to move homeless persons and families (with or without a disability) as rapidly as possible into permanent housing.

- **Joint Transitional Housing and Permanent Housing-Rapid Rehousing**

A Joint Transitional Housing and Permanent Housing-Rapid Rehousing (Joint TH:PH-RRH) component project is a project type that includes two existing program components in a single project to serve individuals and families experiencing homelessness. It includes units supported by the transitional housing component and tenant-based rental assistance and services provided through the PH-RRH component to all program participants up to 24 months as needed by the program participants. Joint TH:RRH is largely used for specialized populations, including domestic violence survivors and youth/young adults 18-24.

- **Supportive Services Only – Street Outreach**

The Supportive Services Only (SSO) program component allows recipients and subrecipients to provide services to individuals and families not residing in housing operated by the recipient. SSO recipients and subrecipients may use the funds to conduct outreach to sheltered and unsheltered homeless persons and families, link clients with housing or other necessary services, and provide ongoing support.

- **Emergency Shelter**

Temporary, crisis housing with comprehensive services that provide overnight accommodations for persons experiencing homelessness.

- **Safe Haven**

A Safe Haven is a form of supportive housing that serves hard-to-reach homeless persons with severe mental illness who come primarily from the streets and have been unable or unwilling to participate in housing or supportive services.

- **Homeless Prevention**

Homelessness prevention assistance for individuals and families at risk of homelessness, including housing relocation and stabilization services, as well as short-to-medium-term rental assistance to prevent individuals and families from becoming homeless. Through this program component, persons at-risk maintain their existing housing or transition to new permanent housing.

- **Homeless Management Information System**

The Homeless Management Information System (HMIS) is a local information technology system used to collect client-level data and data on the provision of housing and services to homeless individuals and families and persons at risk of homelessness. The Homeless Trust is responsible for selecting an HMIS software solution that complies with U.S. HUD's data collection, management, and reporting standards.

The Homeless Trust conducts two homeless censuses a year, in January and August. The Point-in-Time (PIT) count is a count of sheltered and unsheltered people experiencing homelessness on a single night. The PIT is required by U.S. HUD. The results of the January 2022 PIT with a year over year comparison are as follows:

UNSHeltered Homeless Count	# ON 1/27/22	# ON 1/26/23	Difference +/-	%
City of Miami-City of Miami, City Limits	591	608	17	3%
City of Miami Beach- Miami Beach	171	235	64	37%
Miami-Dade County-South Dade, South of Kendall Drive to Monroe County Line	62	49	-13	-21%
Miami-Dade County-Unincorporated Miami-Dade County, North of Kendall Drive to Broward County Line	146	166	20	14%

Subtotal- # of UNSHELTERED Homeless:	970	1058	88	9%
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SHELTERED HOMELESS COUNT	# ON 1/27/22	# ON 1/26/23	Difference +/-	%
Total Homeless in Emergency Shelter	1,766	2,037	271	15%
Emergency Weather Placements	0	0	0	0%
Hotel/Motel	142	246	104	73%
Total Homeless in Transitional Housing	382	303	-79	-21%
Safe Haven	16	13	-3	-19%
Subtotal-SHELTERED Homeless:	2306	2,599	293	13%

TOTAL - SHELTERED AND UNSHELTERED HOMELESS:	3276	3657	381	12%
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The Homeless Trust receives funding through three primary sources to combat homelessness.

1) United States Department of Housing and Urban Development Continuum of Care Program
 The Continuum of Care (COC) program is authorized by Subtitle C of Title V of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11381-11389) and codified in the Code of Federal Regulations (CFR) at 24 CFR Part 578. The CoC program promotes a community-wide commitment to the goal of ending homelessness; provides funding or efforts by nonprofit providers and state and local governments to quickly re-house homeless individuals and families to minimize trauma and dislocation; promotes access to an effective utilization of mainstream programs; and optimizes self-sufficiency among individuals and families experiencing homelessness.

2) Florida Department of Children and Families Office on Homelessness
 Funding for homeless assistance received by DCF must be coordinated through the CoC’s per Florida Statutes. The CoC’s subcontract with other community partners to fund the direct services provided to the homeless population. Partnering with each CoC gives local control of projects that are tailored to the needs of each community. The State Office on Homelessness enters into multi-year unified contracts with the Homeless Trust for eligible grants. These Unified Homelessness Grants combine all applicable funds, which include:

- **Emergency Solutions Grant**

The Emergency Solutions Grant provides funding for emergency services to individuals and families who are homeless or facing homelessness. Funds are provided by the U.S. HUD to the State Office on Homelessness. The Homeless Trust dedicated these funds to Rapid Rehousing (short-to-medium term rental assistance with services for households

SUB-POPULATION COUNT	# ON 1/27/22	# ON 1/26/23	Difference +/-	%
Chronic Homeless Persons	762	939	177	23%
Family Households	328	381	53	16%
Veteran Households	131	93	-38	-29%
Unaccompanied Youth Households (18-24 year old)	117	116	-1	-1%
Parenting Youth Households (18-24 year old)	52	53	1	2%
Senior Persons (55-64 year old)	N/A	612	N/A	N/A
Senior Households (65 and older)	N/A	501	N/A	N/A

experiencing homelessness) in Fiscal Year 2022-2023.

- **Challenge Grant**

The Challenge Grant is flexible dollars supporting local efforts to reduce homelessness. Funding is competitively solicited by CoC Lead Agencies. Funding in Fiscal Year 2022-2023 provided case management for persons experiencing homelessness.

- **Staffing Grant**

Staffing grants are distributed equally between the state’s 28 CoC’s. Funding supports local coalition operations and staffing, including support for the Homeless Management Information System.

3) Local Option 1-percent Food & Beverage Proceeds

A one percent (1%) Homeless and Domestic Violence Tax is collected on all food and beverage sales by establishments that are licensed by the State of Florida to sell alcoholic beverages for consumption on the premises, except for hotels and motels. Only businesses that make over \$400,000 in gross receipts annually are obligated to collect this tax. The Homeless and Domestic Violence Tax is collected throughout Miami-Dade County except for establishments in the cities of Miami Beach, Surfside and Bal Harbour. Eighty-five percent (85%) of the tax receipts go to the Miami-Dade County Homeless Trust, and fifteen percent (15%) go to Miami-Dade County for domestic violence centers. Approved in 1992, the F&B Tax became the first dedicated source of funding for homelessness through a tax in the country.

Housing Inventory Count

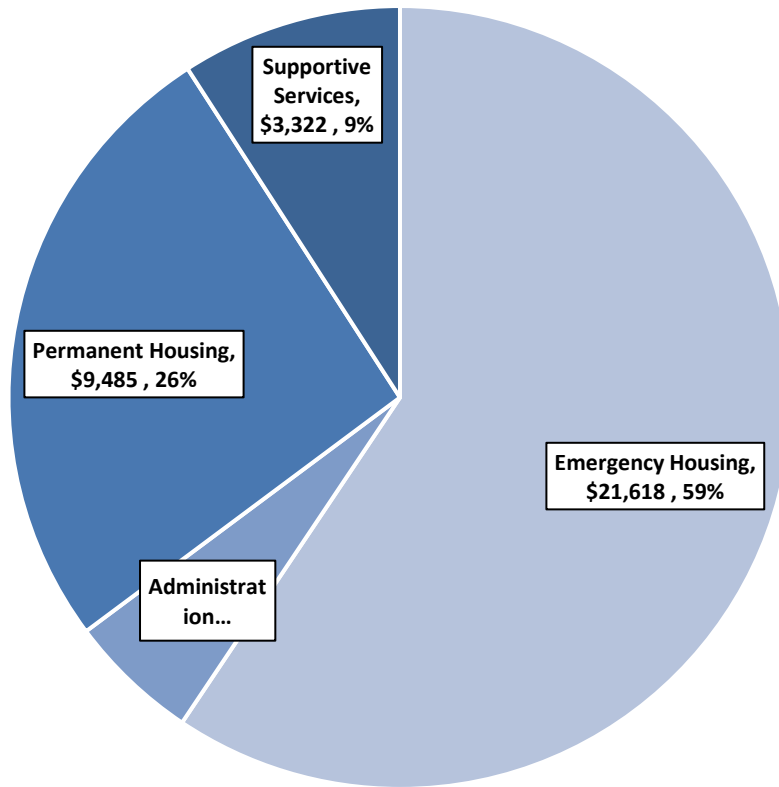
The Homeless Trust also maintains a Housing Inventory Count (HIC), which is a point-in-time inventory of provider programs within a Continuum of Care that provides beds and units dedicated to serve people experiencing homelessness. The HIC for 2022 was as follows:

– Emergency Shelter	2,283
– Transitional Housing	303
– Safe Haven	13
– Rapid Rehousing	520
– Permanent Supportive Housing	4,441
– Other Permanent Housing	249
Total Housing Inventory:	7,809

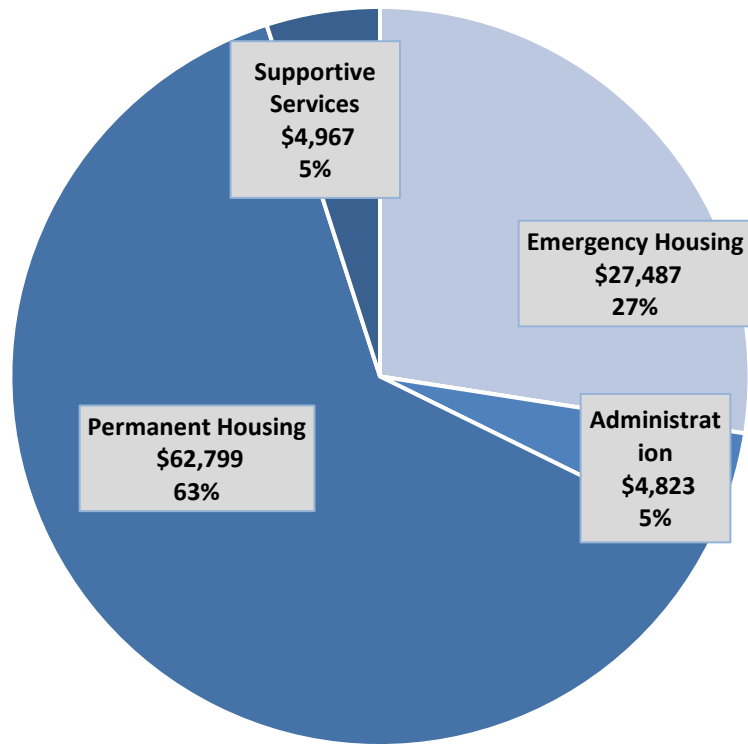
The Homeless Trust also works with area Public Housing Agencies, Florida Housing Finance Corporation, and private developers to set-aside units dedicated to persons experiencing homelessness.

The below charts summarize funding by program type in the Fiscal Year 2022-2023 budget.

**HOMELESS TRUST
FOOD AND BEVERAGE PROCEEDS BY PROGRAM AREA
ACTUALS FY 2022-23 (in thousands)**



**HOMELESS TRUST
FUNDING BY PROGRAM AREA
ACTUALS FY 2022-23 (in thousands)**



The Homeless Trust administers grants and oversees the operations and fiscal activities for more than 100 housing and services programs and is contracted with the following housing and service providers for the program components referenced previously:

- Better Way of Miami
- Camillus House
- Carrfour Supportive Housing
- Chapman Partnership
- Citrus Health Network
- City of Miami
- City of Miami Beach
- Douglas Gardens Community Mental Health Center
- Hermanos de la Calle
- Fellowship House
- Lotus House
- Miami-Dade Community Action and Human Services Department
- Miami Rescue Mission
- Mia Casa, LLC
- New Hope CORPS
- New Horizons Community Mental Health Center
- The Advocate Program, Inc.
- The Salvation Army
- Volunteers of America

System Performance

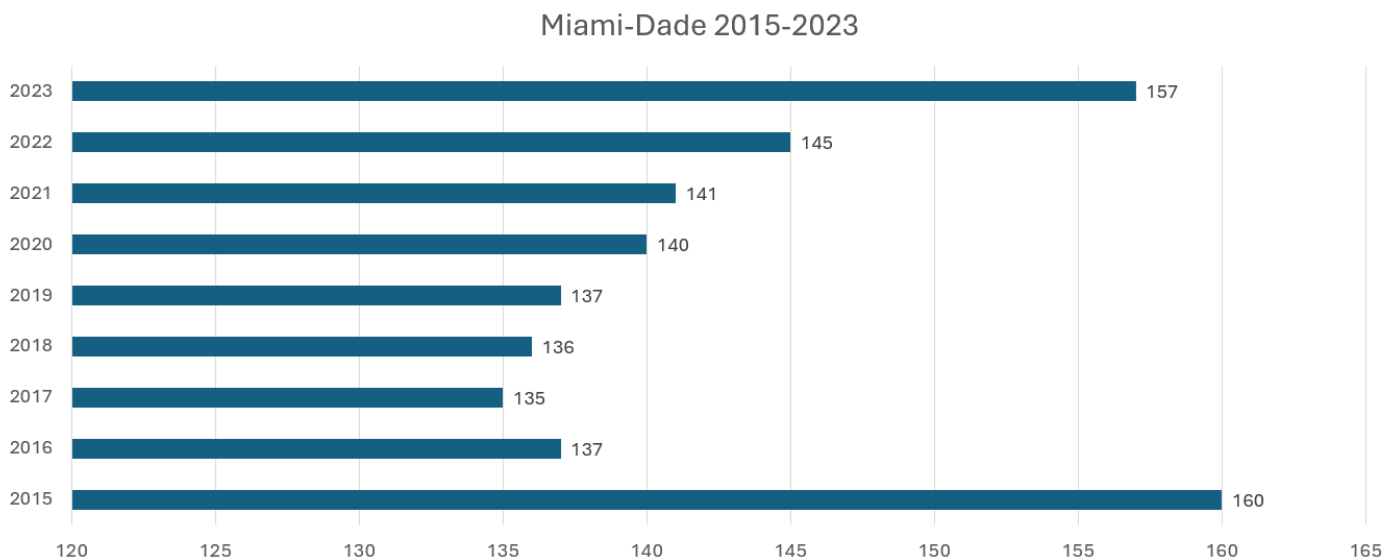
In line with the McKinney-Vento Homeless Assistance Act, the Homeless Trust views the local homeless response as a coordinated system rather than a collection of individual programs operating independently in our community. As such, we measure our system's performance collectively, in addition to analyzing performance by specific projects and project types.

The measures that are tracked by the CoC and U.S. HUD are:

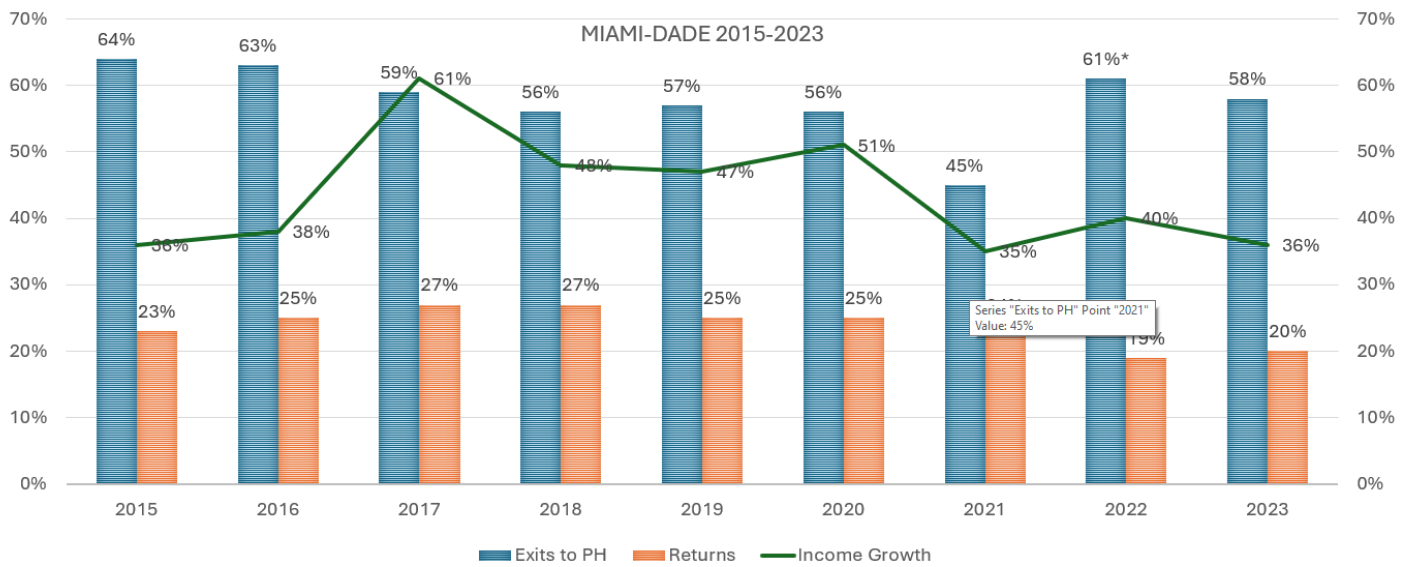
- Measure 1: Length of Time Persons Remain Homeless
- Measure 2: The Extent to Which Persons Who Exit Homelessness Return to Homelessness
- Measure 3: Number of Homeless Persons
- Measure 4: Employment and Income Growth for Homeless Persons in CoC Program-funded Projects
- Measure 5: Number of Persons who Become Homeless for the First Time
- Measure 7: Successful Placement from Street Outreach, Successful Placement in Permanent Housing and Retention in Permanent Housing

System-level performance is a competitive element with increasing importance within the annual U.S. HUD CoC Program Competition. Of particular note, emphasis is placed on Measures 1, 2 and 7. Below is a comparison of system performance.

Length of Time (LOT) Homeless

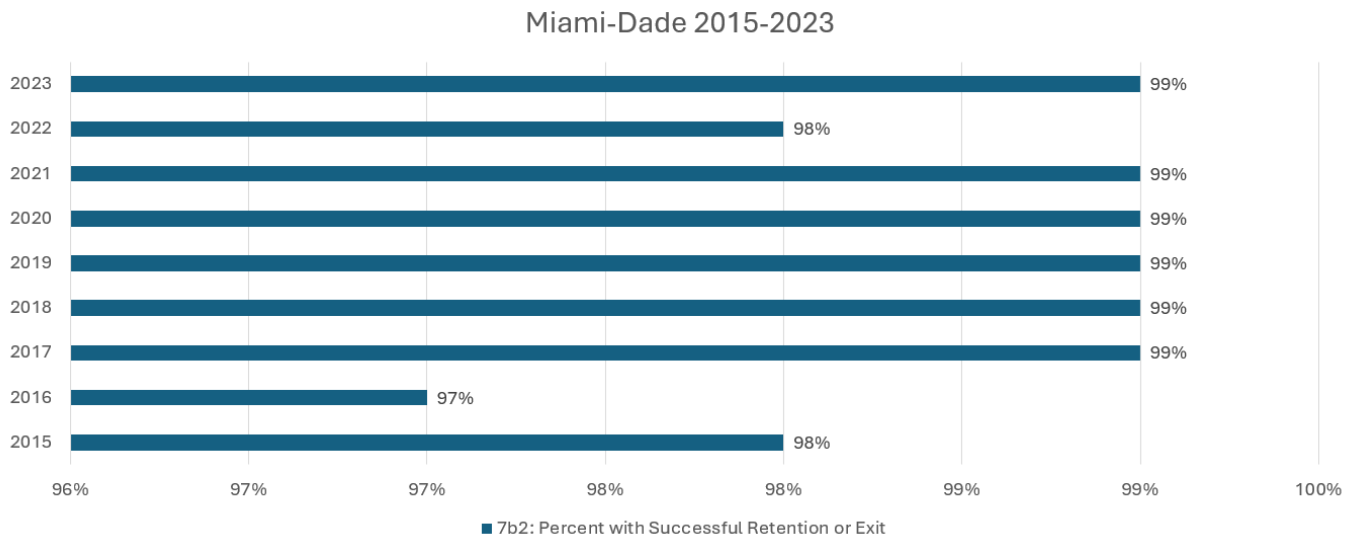


Exits to PH, Returns & Income Growth



*CV & EHV

Permanent Supportive Housing Retention



The Homeless Trust, in partnership with a network of partners and providers, has developed standards of care, policies and procedures that guide the operations of the CoC’s housing, and service delivery for persons at risk of or experiencing homelessness.

Evaluation

Each January, the Homeless Trust’s Continuum of Care Subcommittee holds a series of publicly noticed meetings and conducts the CoC’s annual gaps and needs analysis. With the help of Homeless Trust staff, the CoC Subcommittee compiles information for the development of priority needs and ensures the

Community Plan to End Homelessness: Priority Home is reviewed and updated and aligned with federal, state and local policies, priorities and approaches. As part of this process, the CoC Subcommittee approves a strategic process that competitively allocates U.S. HUD funding. As part of this process, the CoC considers whether existing funding should be reallocated to invest in additional new projects and strategies to end homelessness. Ranking procedures are designed to prioritize projects. The CoC looks at projects which have underspent their award, as well as underperforming projects to create new projects designed to improve outcomes and reduce homelessness. The Homeless Trust uses a similar methodology to monitor projects funded with local and state funding to determine if projects should be reallocated. Each year, the amount of reallocation changes. In the 2023 U.S. HUD CoC Program Competition, \$562,000 in project funding was reallocated. Over the course of the past 5 years, more than 20-percent was reallocated totaling \$6 million.

As an agency and instrumentality of Miami-Dade County, the Homeless Trust participates in the county's budget process, inclusive of a Budget Narrative, Business Plan, Quarterly Budget Report and Quarterly Scorecard Performance process. The Homeless Trust is also part of the county's Annual Comprehensive Financial Report, prepared in accordance with general accepted accounting principles as promulgated by the Governmental Accounting Standards Board and audited by a firm of independent certified public accountants. As a recipient of local, state and federal funding dedicated to serving people experiencing homelessness, the Homeless Trust is also subject to auditing by the United States Department of Housing and Urban Development and the Florida Department of Children and Families. Additionally, the Homeless Trust participates in the Sunset Review of County Boards, in accordance with Section 2-11.40 of the Miami-Dade County Code.

Legislation is regularly transmitted to the Board of County Commissioners seeking authorization to issue competitive solicitations, receive and expend funding, and enter into grant and subgrant agreements for the provision of housing and services for persons experiencing homelessness.

Per Ordinance 94-66, the Chairperson of the Housing, Recreation, Culture and Community Development Committee of the Board of County Commissioners has an ex-officio seat on the Homeless Trust Board. At this time, the Board also includes representation from the Chairman of the Board of County Commissioners, who was appointed by the Miami-Dade League of Cities, and the Mayor of Miami-Dade County, who was appointed by the Greater Miami Chamber of Commerce.

ACTIVITIES AND ACCOMPLISHMENTS

The below summarizes activities and accomplishments of the Homeless Trust in Fiscal Year 2022-2023.

RESOURCE MAXIMIZATION

New and Renewal Funding

Significant new federal and state funding was awarded to the Homeless Trust in Fiscal Year 2022-2023, which allows the Continuum of Care (CoC) to expand programming and better serve those experiencing homelessness.

- \$21 million over the next three (3) years was awarded as part of the U.S. HUD Continuum of Care Supplemental to Address Unsheltered Homelessness. Nine (9) new projects were created as part of this award, including three (3) new street outreach programs, the addition of a helpline exclusively for unaccompanied youth and young adults, a joint component Transitional Housing: Rapid Rehousing Project, and four (4) new Permanent Supportive Housing (PSH) projects. Project rents are supported, in part, with 72 Stability Vouchers and other leveraged housing subsidies, provided through Miami-Dade's four (4) area Public Housing Authorities.

- \$8.4 million over the next 24-30 months was awarded as part of U.S. HUD’s Youth Homelessness Demonstration Program to support Miami-Dade in preventing and ending youth and young adult homelessness. The Homeless Trust is working to develop a Coordinated Community Plan led and designed by youth 18-24 with lived experience of homelessness, prior to developing new projects.
- \$41.5 million was awarded as part of the U.S. HUD’s annual Fiscal Year 2022 Continuum of Care Program. The award funds 45 renewal projects and 3 new projects.

- **Moving Forward**

This Rapid Rehousing project, operated by Douglas Gardens Community Mental Health Center, will provide rental assistance and support services for no fewer than 30 households annually in locations throughout Miami-Dade County. Services will include case management, moving assistance, employment assistance and job training, life skills, and referral to behavioral health services, as needed.

- **Granada**

This project will prioritize chronically homeless, unsheltered individuals without children. Operated by Camillus House, it will provide non-time limited housing and supportive services to at least 15 households. Using the Critical Time Intervention model, clients will have access to a case manager, licensed therapist and housing navigator. Services will include housing navigation, transportation to property leads, training on tenant rights and responsibilities, life skills training, outpatient therapy, and medication management. The program will also leverage the resources of Camillus House’s sister agency, Camillus Health Concern.

- **Montega**

At least 60 households experiencing chronic homelessness will be served in housing throughout the community. The non-time limited housing and supportive services will be operated by Citrus Health Network and includes Project Based Vouchers provided by Miami-Dade Housing and Community Development. Services will include peer support, housing navigation, behavioral health services, transportation and food and utility assistance.

- The state legislature approved in excess of \$22 million statewide to support grant programs serving homeless households, the largest general revenue recurring increase for Staffing, Challenge and Rapid Rehousing grant programs in history. Additional Staffing Grant funding will provide enhanced training opportunities for the CoC. Challenge Grant funding supports Homeless Prevention activities, and new Rapid Rehousing funds create the Challenge Plus Program, which will focus on family reunification and serving homeless and at-risk individuals that intersect with Managing Entity for substance abuse and mental health. Funding became effective July 2023.

Miami-Dade	FY 22-23 Original Amt.	FY 22-23 New Amt.	Increase
Staffing	\$107,142.85	\$185,894.85	\$78,752.00
Challenge	\$148,500.00	\$324,146.21	\$175,646.21
Challenge Plus			\$750,000.00

- The Homeless Trust secured special appropriations, including \$175,000 in state funding to offset costs of the Lazarus Specialized Outreach Project, and \$562,000 for Housing First for Persons with Special Needs, a bridge housing program focused on housing and stabilizing high need unsheltered single adults.

Capital Acquisition and Renovation Projects

- **Mia Casa**

In January 2023, the Homeless Trust closed on Mia Casa, the first of four (4) planned acquisitions designed to create the housing capacity needed to exit persons from the streets and shelters. Mia Casa is serving persons 65 and over experiencing homelessness and currently houses in excess of 120 individuals. Funding for this project included \$5 million in HOME Investment Partnerships American Rescue Plan Program (HOME-ARP) funds provided through Miami-Dade Public Housing and Community Development and \$1.75 million special appropriation from the State of Florida.

- **Blue Village**

Also in January 2023, the deed restriction on the former South Florida Evaluation and Treatment Center was abrogated at a cost of \$4.6 million, paving the way to create 190-plus new units of permanent housing for special needs individuals experiencing homelessness. Dubbed “Blue Village,” the project repurposes a facility which has gone unused for more than a decade. The Homeless Trust secured a \$2 million capital commitment from Miami Beach toward this project, \$2 million in General Obligation Bond funding, as well as general funds.

- **Hotel to Housing Conversion**

In September 2023, a hotel to housing conversion passed a major milestone with the seller signing an offer letter, a culmination of more than two years of effort. The proposed project would house 107 households, largely seniors 55+. The project is pending approval by the Board of County Commissioners.

HOUSING PARTNERSHIPS

- **Housing Pipeline**

Affordable housing developers receiving funding through Florida Housing Finance Corporation signed referral agreements with the Homeless Trust providing the CoC access to Extremely Low Income (ELI) units for clients experiencing homelessness. The below units are in the development pipeline, with highlighted agreements signed in Fiscal Year 2022-2023.

DEVELOPMENT PIPELINE	Address	# of Units	Developer
Alto Towers	2267 NW 36th Street, Miami, Florida 33142	42	Blue Sky Communities
Citadelle Village	181 N.E. 82nd St., Miami, Florida 33138	8	Chapman
Cutler Manor II	11850 S.W. 216th St. Miami, Florida 33170	20	POAH
Eleven44	1144 Marseille Drive, Miami Beach 33141	2	HACMB
The Heron	1158 Marseille Drive, Miam Beach 22141	4	HACMB
Heritage Village South -	On SW 270th Street, northeast of the intersection of SW 270th Street and SW 142nd Avenue, Miami, FL 33032	15	Atlantic Pacific
Liberty Square IV	1415 NW 63 St., Miami, FL 33147	9	Related Urban

Lulav Square	620 Lenox Ave, Miami Beach 3319	14	Affordable Housing Solutions Florida
Northside Transit Village III	On NW 32nd Ave, at the intersection of NW 79th St and NW 32nd Ave, and on NW 78th St, SE of the Address: intersection of NW 78th St and NW 32 Ave, Unincorporated Miami-Dade County	16	Atlantic Pacific
Old Cutler Village Phase II	SW side of the intersection between SW 216th Street and 104th Court, Miami, FL 33156-4233	9	Pinnacle Communities
Perrine Apartments II	On Homestead Ave, southwest of the intersection of W Evergreen St and Homestead Ave, Miami-Dade County Homestead, FL 33157	21	Atlantic Pacific
Quail Roost Transit Village II	10235 Southwest 186th Street, Miami, Florida 33157	10	Atlantic Pacific
Residences at SoMi Parc	5961 SW 68 St. South Miami, FL 33143	15	Related Urban
South Senior Apt		10	Beneficial Communities
Superior Manor II	2349 NW 51 st Street, Miami, FL. 33142	4	New Urban Development
Village Carver Phase II	495 NW 71st Street, Miami Florida 33150	10	BHG
Vista Breeze	165-185 & 280-300 S. Shore Dr. Miami Beach, FL 33141	15	Atlantic Pacific
Wynwood Works	2035 North Miami Ave., Miami, FL 33127	15	Magellan

- **Resia Old Cutler Conveyance**

Private developer Resia is set to convey ten (10) newly developed 1-bedroom units to the Homeless Trust in Fiscal Year 2023-2024 as part of the partnership that was first forged in 2019. In Fiscal Year 2022-2023, the Homeless Trust secured a nonprofit partner to manage and maintain the asset and provide case management and other services to clients referred.

- **Public Housing Partnerships**

The Homeless Trust also expanded its partnerships in Fiscal Year 2022-2023 with area Public Housing Agencies to prioritize clients experiencing homelessness for housing vouchers:

- 100 Project Based Vouchers (PBV) through Miami-Dade Public Housing and Community Development
- 44 Family Unification Program (FUP) vouchers through Hialeah Housing Authority to support families and youth involved in the Public Child Welfare System

- New vouchers partnership followed a successful engagement with all four (4) PHAs, which received Emergency Housing Vouchers (EHV) as part of the American Rescue Plan Act (ARPA). Vouchers were dedicated to persons experiencing homelessness. Successful lease up of EHV's is concluding.

Chapman Partnership was contracted to help coordinate successful lease up of clients. As of January 2024:

PHA	Awarded	Leased	Housing Search	Total Lease-Up
Miami-Dade	481	440	26	91%
Hialeah	150	147	12	98%
Homestead	51	42	4	82%
Miami Beach	88	74	16	84%
	770	703		

- **The Children’s Trust, Miami Homes for All, Homeless Trust Funders’ Collaborative**

The Homeless Trust entered into a funders’ collaborative with The Children’s Trust and Miami Homes for All to accelerate housing placement for persons experiencing homelessness with a focus on families with minor children and unaccompanied youth under the age of 25. The Trust procured a new web-based housing search platform, Padmission, which is custom built for the homeless services system. The Children’s Trust funded Miami Homes for All to provide staff support to generate and curate housing leads to input into the system.

Food and Beverage Tax

In July 2023, Miami Beach Commissioners agreed to put a measure on the November 5, 2024 general election ballot seeking voter approval to remove the City’s exemption from the countywide Food and Beverage Tax. In December 2023, the Bal Harbour Council approved a ballot measure to remove that city’s exemption. Work is underway to allow for a ballot measure in the Town of Surfside. Removing the Food and Beverage Tax exemption in those three (3) communities will help to further support efforts to end homelessness and better serve survivors of domestic violence in Miami-Dade.

In lieu of their participation in the Food and Beverage program, Miami Beach and Bal Harbour have made recurring annual commitments to the Homeless Trust, \$125,000 and \$50,000 respectively, to support housing and services for persons experiencing homelessness.

Food and Beverage Tax revenues continued to improve following a record loss in revenues during the COVID-19 pandemic. Year-over-year proceeds were up 12.99% with nearly \$44 million collected for both homelessness and domestic violence.

Food and Beverage Funding

With the wind down of Emergency Rental Assistance Program, the Homeless Trust issued a competitive solicitation to provide an additional \$1 million in rental assistance to support households experiencing and at imminent risk of homelessness. Programs are beginning in FY 2023-2024.

STATE OF HOMELESSNESS

- **Reductions in Unsheltered Homeless**

The Homeless Trust conducts two homeless censuses each year, in January and August. The most recent census, conducted in August 2023, showed a 14-percent reduction in unsheltered homelessness from 1,140 to 980.

- **System Performance**

System Performance Measures for Fiscal Year 2022 demonstrated a slight increase in the average length of time households spend in emergency shelter (128 to 129 days), a reduction in returns to homelessness (25% to 19%), an increase in successful retention in permanent housing (45% to 61%) and a slight reduction in supportive housing retention (99% to 98%).

- **Persons Served**

- 12,586 homeless adults and children were served in emergency, transitional or permanent housing in Fiscal Year 2022-2023.
 - 7,679 homeless adults and children were served in emergency housing and transitional housing.
 - 7,765 formerly homeless adults and children were served or placed into permanent housing

Among those served:

- 1,180 Veterans
 - 1,482 Families with minor children
 - 3,943 Seniors (55+)
 - 435 Unaccompanied Youth (18-24)
- 51,151 contacts were made by Homeless Trust contracted outreach teams
- More than 3,678 people homeless for the first time, a 19% increase from FY 21-22.

INITIATIVES AND ACTIVATIONS

Extreme Heat

The Homeless Trust took action as South Florida endured the hottest year in modern history. Extreme heat resulted in 42 Heat Advisories and 7 Heat Warnings in Fiscal Year 2022-2023.

- Relief supply hubs were created and strategically placed to allow street outreach teams to access water and cooling supplies (neck gaiters, cooling towels, ice packs and electrolyte packets) for distribution to unsheltered persons
- Homeless only cooling centers were established in addition to cooling centers designated by Miami-Dade County
- Outreach teams provided transport to persons to cooling centers upon request
- Educational materials about the adverse effects of heat and suggested protective measures were developed and distributed
- Emergency shelters created hydration stations, extended hours for common areas and added fans and other cooling devices to outdoor areas

Cold weather procedures were activated 5 times in Fiscal Year 2022-2023 as temperatures dipped below 50 degrees.

Racial Equity Working Group

The Homeless Trust furthered its Racial Equity work in 2023, with the development, adoption and implementation of a Racial Equity Action Plan. Among the highlights:

- Assessment of the CoC, including staff surveys, focus groups and stakeholder interviews
- Adoption of a Remuneration Policy for Persons with Lived Experience (Racial Equity Working Group established in FY 2021)
- Hosted 4-part training series for CoC leadership, staff, partners and providers. Topics included a structural and historical analysis of racism, institutional transformation, racial identity and using one's spheres of influence to effectuate change

The action plan furthers work already underway including:

- Ensuring the CoC’s Board, Committees and staff are representative of the population served by the CoC
- Expanded outreach in geographic areas with higher concentrations of underrepresented groups
- Language and prioritization factors embedded into CoC policies that seek to advance equitable access to housing resources and services for high need persons experiencing homelessness
- Equity and inclusion analysis included in provider risk assessments and monitoring tools
- Inclusion of racial equity questions in the Homeless Trust’s competitive solicitation processes

While Black persons represent approximately 18 percent of Miami-Dade’s population, they comprise about 57 percent of the homeless population. Additionally, 66 percent of families experiencing homelessness are Black.

Discharge Planning

The Homeless Trust revised discharge planning policies and renewed Memorandums of Agreement with institutions that encounter persons experiencing or at imminent risk of homelessness. Newly executed agreements are in place with the following:

- Jackson Health System/Public Health Trust
- Eleventh Judicial Circuit
- Miami-Dade County Corrections and Rehabilitation
- The Florida Department of Children and Families
- Thriving Mind South Florida
- Citrus Family Care Network (Child Welfare Community Based Care Lead Agency)

The Homeless Trust cross trains with partners on discharge planning and dedicates staff to serve as liaisons for discharge referral and placement.

New Partnerships to Help Households Experiencing Homelessness

The Homeless Trust entered into Memorandums of Understanding in Fiscal Year 2022-2023 with the following organizations with the intent of prioritizing and improving service connections to households experiencing homelessness:

- Miami-Dade County Public Schools
- Miami-Dade Head Start/Early Head Start
- The University of Miami Perinatal CARE Program
- Florida Healthy Start Coalition of Miami-Dade

QUALITY IMPROVEMENT

- **Project Monitoring**

- Over 20 projects were monitored utilizing eight (8) Homeless Trust monitoring tools.

- **Policy Development**

In an effort to improve housing and service delivery, the Homeless Trust also developed or revised the following policies in Fiscal Year 2022-2023, including:

- Permanent Supportive Housing Standards of Care
- Mainstream Benefits Policy and Checklist
- Sunset Review of Board – 2018-2022
- Community Plan to End Homelessness: Priority Home
- Appropriate Placement of Transgendered Persons
- Participation of Homeless Persons within the Continuum of Care
- Rapid Rehousing Standards of Care and Self Sufficiency Assessment

- Documenting and Verifying Chronic Homelessness by Community Members, Law Enforcement, Libraries, Healthcare Providers and Non-CoC Shelters
 - Homeless Helpline Practice Standards
 - U.S. HUD CoC Program Competition Review, Scoring and Ranking Procedures and Reallocation Process
 - Street Homeless Outreach Standards of Care and Field Manual
 - Incident Reporting Procedures
 - Violence Against Women Act Policies and Procedures
 - Order of Priority for Referral to Permanent Housing
 - Learning Management System/Training Processes for CoC Providers
- **Training**
The Homeless Trust hosted and/or led a number of training opportunities for CoC providers, including:
 - Catholic Legal Services: Know Your Rights
 - OIC of South Florida Youth and Family Services
 - Keys to Independence Driver's License/Insurance Programming
 - Miami-Dade Head Start and Early Head Start
 - Miami Veterans Administration: Resources for Veterans
 - Vocational Rehabilitation Resources Training
 - Unite Us
 - North Miami State Housing Initiatives Partnership Program
 - Referring Clients to Rapid Rehousing
 - Housing Quality Standards Inspections for CoC Projects
- **Professional Growth**
Homeless Trust leadership continued to participate on numerous boards, including:
 - National Alliance to End Homelessness Leadership Council
 - Florida Coalition to End Homelessness
 - Florida Housing Coalition
 - Miami-Dade Addiction Service Board
 - Thriving Mind South Florida
 - Dade-Miami Criminal Justice Council
 - Miami-Dade HIV/AIDS Partnership
 - United Way's Emergency Food & Shelter Program Board
 - Florida Department of Health Equity Office Advisory Committee
 - Florida Commission on Mental Health and Substance Abuse

PUBLIC EDUCATION AND AWARENESS

- **Community Outreach and Engagement**
The Homeless Trust continued to proactively engage organizations within the community to discuss homelessness and the system of care in Miami-Dade, including:
 - NAACP South Dade Chapter
 - Black Affairs Advisory Board
 - ChamberSOUTH South Dade Municipal Coalition
 - National Association of Counties
 - Florida Supportive Housing Coalition
 - 1st Annual Hometown Heroes Parade
 - Miami-Dade Chamber of Commerce
 - Greater Miami Chamber of Commerce
 - Overtown Safety and Wellbeing Community Meeting

- American Society for Public Administration South Florida Chapter Best Practices Conference
- American City/County Exchange
- Miami Beach Homeless Resource Fair
- Miami Coalition to Advance Racial Equity
- Miami-Dade’s Health and Housing Summit
- National Women’s Shelter Network

- **Communications**

Homeless Awareness Day

Homeless Awareness Day (HAD) is the largest event of its kind in the nation and began 12 years ago to raise awareness and bring sensitivity to the issue of homelessness. HAD events included:

- High school rally with more than 1,000 students from 19 different public schools, including 5000 Role Models. Teachers rated the event a 9 out of 10 for excellence. Premier sponsorship partner Chick-Fil-A.
- Sock (27) and toiletry (17) drives at nearly 50 schools to support households at emergency shelters
- Eighteen (18) “Gratitude Brigades” celebrating staff and frontline workers within the Continuum of Care, including outreach teams, emergency shelter personnel and permanent housing staff; pop-up events featured food, dancing, prize giveaways and personal thank yous by Chairman Ron Book and Executive Director Victoria Mallette; celebrations featured on the front page of the Miami Herald’s November 4th issue.

Media Highlights

- Mia Casa Grand Opening
- Second Gentleman Douglas Emhoff visits the Homeless Trust’s Homeless Assistance Centers operated by Chapman Partnership, with coverage on all major print and English and Spanish-language TV and media
- The Wall Street Journal features Miami-Dade with a story on senior homelessness
- U.S. HUD’s announcement of \$21M in federal funding to the Homeless Trust to combat unsheltered homelessness

Other

- Chapman Partnership awards Homeless Trust Executive Director the “Women of Distinction Award” at Take a Walk in Her Shoes event
- Homeless Trust Chairman awarded the “Greater Miami Chamber of Commerce Alvah Chapman Award of Excellence”

Also attached, please find a detailed spreadsheet that lists all the financial activity for the Miami-Dade County Homeless Trust for the Fiscal Year 2022-2023. As can be seen on the spreadsheet, total revenues for the year across all funding sources amounted to \$88,673,588 which was \$3,519,189 below budgeted levels in the aggregate. The primary factor for the budget-to-actual decrease in overall revenue was the revenue associated with the State Appropriation funding that was not received and the reserve funds.

Total expenditures for the fiscal year were \$63,137,935 covering all provider payments for U.S. HUD and Food and Beverage-funded services, capital projects, as well as for operational expenses for Homeless Trust staff. Taking both total revenues and expenses into account for the fiscal year, the Homeless Trust ended

the fiscal year with revenues over expenditures totaling \$25,535,652, which carried over into FY 2023-24 in the following areas:

- \$16,716,806 – Homeless Trust Capital Reserve
- \$8,818,845 – Homeless Trust Tax Equalization Reserve

ALLOCATION BY PROGRAM

PROGRAM AREA	ADOPTED BUDGET FY 2023-24	ACTUALS FY 2022-23
Emergency Housing	\$ 27,487	\$ 23,324
Transitional Housing	\$ -	\$ -
Administration	\$ 4,823	\$ 5,292
Permanent Housing	\$ 62,799	\$ 55,846
Supportive Services	\$ 4,967	\$ 4,212
TOTAL	\$ 100,076	\$ 88,674

Reserve
BUDGET

FOOD AND BEVERAGE

Food & Beverage Funding by Area	ACTUALS FY 2022-23	ADOPTED BUDGET FY 2023-24
Emergency Housing	\$ 21,618	\$ 21,910
Administration	\$ 1,970	\$ 2,340
Permanent Housing	\$ 9,485	\$ 7,437
Supportive Services	\$ 3,322	\$ 4,207
TOTAL	\$ 36,395	\$ 35,894

REVENUES

FUNDING SOURCE	ADOPTED BUDGET FY 2023-24	ACTUALS FY 2022-23	Variance	% TO TTL
Federal Grant	\$ 45,727	\$ 32,017	-30%	45.69%
Food & Beverage Tax	\$ 35,894	\$ 36,395	1%	35.87%
Reserves	\$ 16,521	\$ 18,062	9%	16.51%
State Grant	\$ 1,684	\$ 958	-43%	1.68%
Private Donation/Other	\$ 175	\$ 570	226%	0.17%
Interest	\$ 75	\$ 672	796%	0.07%
TOTAL	\$ 100,076	\$ 88,674	-11%	100%