

# Memorandum



**Date:** July 18, 2023

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

Agenda Item No. 1(F)(1)

**From:** Daniella Levine Cava  
Mayor

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

**Subject:** Sunset Review of County Boards for FY 2023 – Miami-Dade County Homeless Trust

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In accordance with the provisions of Section 2-11.40 of the Code of Miami-Dade County, I am transmitting the 2023 Sunset Review of County Boards Report for the Miami-Dade County Homeless Trust. The Homeless Trust approved the attached report at its meeting of May 25, 2023 and has recommended the continuation of the Homeless Trust.

A handwritten signature in blue ink that reads "Morris Copeland".

Morris Copeland  
Chief Community Services Officer

# Memorandum



**Date:** June 23, 2023

**To:** Daniella Levine Cava  
Mayor, Miami-Dade County

**From:** Ronald L. Book  
Chairman, Miami-Dade County Homeless Trust

**Subject:** Sunset Review of County Boards for 2023 – Miami-Dade County Homeless Trust

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Pursuant to Section 2-11.40 of the Code of Miami-Dade County, I am submitting the 2023 Sunset Review of County Boards Report for the Miami-Dade County Homeless Trust for transmittal to the Board of County Commissioners (BCC). The Homeless Trust Board approved the attached report at its meeting on May 25, 2023. It is recommended that the BCC approve the continuation of the Miami-Dade County Homeless Trust.

## **BACKGROUND**

The Miami-Dade County Homeless Trust (Homeless Trust) was created May 3, 1994 to administer the proceeds of the One Percent Food and Beverage Tax; implement the Miami-Dade County Community Homeless Plan; and serve in an advisory capacity to the Board of County Commissioners in order to address and work toward eliminating homelessness in our community.

Since its inception, the Homeless Trust Board has also served as the coordinating entity for the local homeless system of care – called a “continuum of care.” The diverse representation on the Homeless Trust Board, as well as its various committees, has provided valuable input in the development of a system of care designed to move individuals from the street into housing stability.

In its capacity as the coordinating entity for the local system of care, the Homeless Trust oversees the system-wide Homeless Management Information System and is the recognized lead agency for purposes of applying for federal and state grants. The Homeless Trust has developed a broad array of housing and services for homeless individuals and families and implemented system-wide Standards of Care to ensure quality care for our community’s most vulnerable. The Homeless Trust oversees a coordinated intake and assessment process to identify, assess, refer and connect homeless individuals and families to housing and other assistance based on their strengths and needs. The Homeless Trust tracks system utilization and performance, and through this analysis of data, the Homeless Trust identifies gaps and unmet needs, and recommends the use of resources to meet those needs. The implementation of the Miami-Dade County Community Homeless Plan: Priority Home (Plan) is well underway, with the inclusion of best practices and other evidence-based models. The Homeless Trust’s role and structure meets and exceeds USHUD’s requirements and expectations of coordinating bodies for homeless continuums of care and is recognized as a model program. Most recently, USHUD Secretary Marcia Fudge referred to Miami-Dade’s Continuum of Care as a “model for the nation”. The continuation of the Homeless Trust Board will ensure the ability of Miami-Dade County to continue to compete and receive funds to address homelessness in the community, and further the implementation of the Plan.

A handwritten signature in black ink, appearing to read "R. Book", with a horizontal line underneath.

Ronald L. Book  
Board Chairperson

MDC002

# SUNSET REVIEW QUESTIONNAIRE MIAMI-DADE COUNTY BOARDS 2023

## I. GENERAL INFORMATION

1. Name of Board reporting: Miami-Dade County Homeless Trust
2. Indicate number of board members, terms of office, and number of vacancies:

Number of Board Members: Twenty-seven (27) seats  
Terms of Office: Three (3) year staggered terms. Two consecutive terms permitted, additional consecutive terms are permitted with Term-Limit Waiver approved by the Board of County Commissioners.  
Number of Vacancies: 5 as of 03/13/2023

The Homeless Trust Board includes a diverse membership with representation from the business and faith-based communities, elected officials/government, housing and service providers, homeless/formerly homeless persons, advocates and the ex-officio membership of the Regional Director of the Department of Children and Families, the County Commissioner who oversees the Housing and Social Services Committee, and the Superintendent of Schools, among others. Non ex-officio Board Members are appointed through appointing entities.

3. Identify number of meetings and members' attendance. Please see **Attachment #1** with records reflecting activity from January 1, 2018, through December 31, 2022):

Number of Meetings: 37  
Number of Meetings with a Quorum: 36  
Attendance Records: **See Attachment #1**

The full board of the Miami-Dade County Homeless Trust held a total of 37 meetings between January 1, 2018 and December 31, 2022. One meeting was cancelled due to a lack of quorum; virtual attendees, which were allowed during the pandemic, do not count towards a quorum and were not permitted to vote, per the Sunshine Law. In addition to the Board, the Homeless Trust has various committees, including the Executive Committee (which typically meets monthly), Finance and Audit Committee, Housing and Services Development Committee, Performance Evaluation Committee, Continuum of Care Sub-Committee, Youth Voice Action Council, Lived Experience Working Group and Racial Equity Working Group.

4. What is the source of your funding?

The Homeless Trust oversees expenditures funded through local option taxes (portion of the one-percent Food and Beverage Tax for homelessness); Federal and State grants, private sector contributions/donations and interest income. Board administrative costs are paid through Food and Beverage Tax and grant administrative funding reimbursements.

5. Date of Board Creation: May 3, 1994
6. Attach a copy of the ordinance creating the Board. Please include all subsequent amendments. **See Attachment #2**
7. Include the Board's Mission Statement or state its purpose:  
  
The mission of the Homeless Trust is to eliminate homelessness in Miami-Dade County.
8. Attach the Board's standard operating procedures, if any. **See Attachment #3**
9. Attach a copy of the Board's By-Laws, if any. **See Attachment #4**
10. Attach a copy of the Board minutes approving the Sunset Review Questionnaire, including a vote of the membership. **See Attachment #5**

## II. EVALUATION CRITERIA

1. Is the Board serving the purpose for which it was created?

Yes. The Miami-Dade County Homeless Trust was created with several primary functions: to administer the proceeds of the one-percent Food and Beverage Tax, to implement the Miami-Dade County Community Homeless Plan: Priority Home (Plan), and to serve in an advisory capacity to the Board of County Commissioners on issues involving homelessness. Through its policies and procedures, the Trust has overseen the utilization of the Food and Beverage Tax proceeds, as well as other funding sources, for the implementation of the goals of the Plan. As the coordinating entity for the local homeless system of care, the Trust is recognized as the lead agency for purposes of applying for federal and state grants and oversees the system-wide Homeless Management Information System (HMIS). The Trust develops and implements the annual process to identify gaps and needs in the homeless continuum. The implementation of the Plan is well underway, with policy and funding recommendations made to the Board of County Commissioners in support of the Plan.

2. Is the Board serving current community needs?

Yes. The Miami-Dade County Homeless Trust works to address the needs of the community, and in particular, persons experiencing homelessness, including homeless subpopulations (e.g., veterans, youth, families with minor children, chronically homeless). Through research and input on best practices, the Trust has established policies and procedures regarding the types of services and housing appropriate for funding, and the manner in which those housing and services are to be provided. The Trust approves all policies that include specific standards of care and performance measures

expected of funded agencies, and reviews results to ensure they are meeting identified objectives. These standards of care and performance measures are developed with and are the result of community input. At the same time, the Homeless Trust endeavors to responsibly consider the concerns of the community as a whole, working with municipal governments, non-profit organizations and contracted agencies to address issues that are raised and impact the community. Examples include efforts to address street feedings and panhandling, educating the public on homeless issues, including anti-bullying, and the development of affordable housing, particularly Permanent Supportive Housing for homeless individuals and families with disabilities. Trust members representing homeless providers, formerly homeless persons, representatives from the business, faith and civic communities, as well as elected officials, provide vital insight and unique perspectives regarding the necessary services to best address this population. The Trust constantly reviews the changing needs of the homeless population, the system of care, and the issues that most concern the community. The constant review of the changing needs of persons experiencing homelessness, and data analysis of program performance, are also considered in making policy recommendations and funding allocations. In addition, public comment opportunities are provided at all meetings, and in particular, during the annual process to identify the community's homeless housing and services gaps and needs. Trends are monitored to ensure that priorities mirror changing needs.

### 3. What are the Board's major accomplishments?

#### a. Last 72 months

The Miami-Dade County Homeless Trust and the Miami-Dade County Community Homeless Plan: Priority Home (Plan) have been hailed as national models (and "Best Practice") for their progressive and proactive 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 homeless continuum of care has resulted in major accomplishments since the Trust's inception. Accomplishments from 2018-2022 are in **Attachment #6**.

#### b. Since established

- Among the first homeless Continuums of Care (CoC's) in the nation to develop a coordinated outreach, assessment and placement process for persons experiencing homelessness to access housing and services in Miami-Dade County. Today, this is a USHUD requirement for all CoC's.
- Developed and expanded a coordinated system of care that includes multiple housing types, including emergency, transitional and permanent, along with an array of supportive services, consistent with the Miami-Dade Community Homeless Plan: Priority Home. Established local standards of care for all housing types.
- Entered into a unique contractual relationship with Chapman Partnership in 1993 to site, build and operate two homeless assistance centers, which

- included a fundraising requirement of \$8.5 million in private-sector funds. The goal has been surpassed and the partnership has been hailed as a national model by US HUD. To date this public/private partnership has secured more than \$171 million in private-sector funds, including \$120 million in cash contributions, \$18 million in endowment and \$32 million in-kind support.
- In 2022, the Homeless Trust's private-sector partner, Chapman Partnership, was awarded a \$5 million grant from the Jeff Bezos' Day 1 Families Fund. The grant supports Strategic Plan initiatives (above and beyond the agency's \$20 million annual operating budget) that include funding a certified approach for staff to recognize and respond to the effects of trauma, a specialized and expanded team to bolster clients' completion of their housing success goals, enhanced holistic emotional-health programming and facility upgrades.
  - The Homeless Trust/Chapman Partnership public-private partnership has served more than 130,000 households since opening the northern homeless assistance center in 1995 and the southern homeless assistance center in 1998.
  - Established, manage and maintain 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, with more than 500 users coordinating care.
  - Coordinated on-the-street homeless counts at least annually since 1996. Reduced the street Homeless population of Miami-Dade County from more than 8,000 to fewer than 1,000 people, per the January 27, 2022 Point in Time Count.
  - Houses and serves more than 8,000 homeless and formerly homeless individuals and families each day. Developed by/through the Homeless Trust's Continuum of Care
    - 1,908 emergency beds
    - 382 transitional beds
    - 16 safe haven beds
    - 5,477 beds of permanent housing, including 4,039 units of permanent supportive housing and 1,438 of rapid rehousing
  - In 1993, in partnership with the Homeless Committee of the Greater Miami Chamber of Commerce, the Homeless Trust helped develop Carrfour Supportive Housing, a nonprofit organization which develops, operates and manages innovative housing communities for individuals and families in need combining affordable housing with comprehensive, on-site supportive services.
  - In 1993, in partnership with the Homeless Committee of the Greater Miami Chamber of Commerce, the Homeless Trust helped develop Carrfour Supportive Housing, a nonprofit organization which develops, operates and manages innovative housing communities for individuals and families in need combining affordable housing with comprehensive, on-site supportive services.
  - Received the 1996 National Association of Counties (NACO) Achievement Award for the Continuum of Care.
  - Hailed as a "National Model" and "Best Practice" (1998) for addressing homelessness.
  - Served as the "lead agency" for the community's USHUD Program Competition consolidated application to the United States Department of

Housing and Urban Development (USHUD) for the past 28 funding cycles. The current grant amount received is \$41,016,810.00. More than \$510 million US HUD funding has been received since 2005.

- Since 1993, collected and served as a fiduciary for more than \$414,598,318.03 in Food and Beverage Tax to serve persons experiencing and at risk of homelessness since 1994, and together with the Domestic Violence Oversight Board, administered another \$73,164,409.06 in funding dedicated to the construction and operation of two (2) domestic violence centers.
- Secured additional funding for the implementation of the Miami-Dade County Community Homeless Plan: Priority Home, including:
  - More than \$7.3 million in State funding since 1998 for homeless coordination and prevention services, housing and services for the mentally ill, and match funding.
  - Secured more than \$4.3 million in State funding for homeless housing development.
  - \$4.1 million in one-time Emergency Solutions Grant funds to provide rental assistance to homeless and at-risk individuals and families.
  - Received a one-time \$1.75 million state appropriation to acquire and renovate properties to house and serve persons experiencing homelessness, including senior citizens.
  - More than \$1.3 million in Department of Corrections funding for the Homeless Assessment Referral and Tracking (HART) program for non-violent bondable offenders
  - A \$15 million demonstration HUD Initiatives grant in 1994.
  - Supported a SAMHSA grant application which received \$1 Million in funding, to expand a court diversion program for chronically homeless persons involved with the criminal justice system.
  - \$7.4 million in Homeless Prevention and Rapid Re-housing Program funding through the American Recovery and Reinvestment Act via the United States Department of Housing and Urban Development.
  - A one-time \$500,000 award from the State of Florida Department of Children and Families for the construction of a day care center at the Homeless Assistance Center in South Dade.
  - \$1.3 million in Department of Labor funding to provide housing and services to hard-to-serve TANF recipients.
  - \$15 million in General Obligation Bond Funds for the Development of Permanent Housing.
  - Leveraging more than \$1.6 million in funding for rental assistance for homeless and at-risk households through state Supportive Housing Initiative Partnership (SHIP) program collaborations with Miami Gardens, Hialeah and Miami-Dade Public Housing and Community Development.
  - \$9,056,658.00 in Coronavirus Aid, Relief, and Economic Security Act, Cares ACT, funding to prevent, prepare for, and respond to the coronavirus pandemic.
  - Partnerships with municipalities including Miami, Miami Beach, Bal Harbour, Surfside and Miami Gardens, to further leverage Food and Beverage resources for the benefit of persons experiencing homelessness.

- Issued numerous RFPs, RFAs and RFQs to fund homeless housing and services. Currently funds more than 20 housing and service providers and administers more than 100 grants.
- In 2005, in collaboration with the City of Miami and through the leadership of Miami Homes for All (now the Miami Coalition for the Homeless), developed an organized indoor feeding program which shifted feeding off the streets to indoor sites.
- Secured 84 acres of surplus property at the Former Homestead Air Force Based through the Base Realignment process. Developed a 300-bed homeless assistance center. Worked with the respective Congressional delegation to change Federal policy allowing the use of permanent supportive housing on Surplus Military properties, resulting in the development of a one-of-a-kind project featuring 145 units of permanent supportive housing for formerly homeless families, a 22-acre organic farm and a farmer's market, and the conversion of a 39-unit complex from transitional housing to permanent supportive housing.
- In 2006, together with Miami-Dade County Public Schools' Project Up-Start, launched an annual Homeless Awareness and Sensitivity Poster and Essay Contest where children produce posters and essays describing their thoughts and communicating important messages about homelessness, and created a Homeless Sensitivity and Awareness Curriculum for grades K-12.
- Implemented a Homeless Prevention and Rapid Re-housing Program funding through the American Recovery and Reinvestment Act of 2009. This program served 3,750 persons in 1,455 households with only a 1% rate of recidivism utilizing U.S. HUD funding provided to the County and another 3,957 persons in 1,347 households with funding provided by U.S. HUD to the State of Florida and Cities of: Miami, Hialeah, North Miami and Miami Gardens. This effort brought over \$15 million to Miami-Dade County and served a total of 7,707 people at risk of or experiencing homelessness.
- In April 2010, Homeless Trust along with the University of Miami hosted President Bill Clinton and the Clinton Global Initiative with 600 students from 80 countries for a day of community service at the Homestead Housing Complex project site consisting of the Trust's homeless assistance center operated by Chapman Partnership, Camillus House's St. Michaels, Mother Seton and Verde Gardens.
- In 2009, partnered with renowned artist Romero Britto to refurbish parking meters as part of a communitywide public education and awareness campaign, which provided an alternative to giving money to panhandlers, most of whom are not known to be homeless. One-hundred percent (100%) of the "Feed the Homeless Meters" program was used to expand homeless housing and services in Miami-Dade.
- In 2009, developed and implemented a Memoranda of Agreement establishing discharge policies for agencies in Miami-Dade County which provide services to homeless persons or those at risk of homelessness in an effort to prevent homelessness. The MOA establishes partnerships between the Homeless Trust, Miami-Dade Department of Corrections and Rehabilitation, Department of Children & Families, Citrus Family Care Network, Eleventh Judicial Circuit and other institutions which intersect with persons experiencing homelessness.
- Collaborated with Public Housing Authorities (PHA's), including Miami-Dade, Miami Beach, Hialeah and Homestead, as well as limited PHA's, including



- Miami and Carrfour Support Housing to create voucher preference and nearly 3,000 set-asides to those experiencing homelessness.
- Emergency Housing Vouchers: 745
  - Housing Choice Vouchers: 302
  - Mainstream Vouchers: 496 (301/75/50/70)
  - Project Based Vouchers: 269
  - Veteran Affairs Supportive Housing: 767
  - Family Unification Program: 181
  - Foster Youth to Independence: 150
  - Public Housing Rehabilitation: 45
- Formed new Multifamily Homeless Preference partnerships with POAH Communities, Miami-Dade Public Housing and Community Development, Miami Beach Community Development Corporation and Urban League of Greater Miami creating 58 units of housing for homeless referrals.
  - Received national recognition from U.S. HUD officials for having no homeless families with minor children on the streets of Miami-Dade County. Due to the Trust's policy, increased the level of funding for hotel placements and food vouchers.
  - In 2016, the Trust partnered with the Florida Housing Finance Corporation on Coalition Lift, a three-year statewide initiative to demonstrate the positive impact of supportive housing for high need, high cost chronically homeless adults who intersected with Miami-Dade's criminal justice system, public hospital and behavioral health systems. The partnership demonstrated how health and mental health care and jail costs declined dramatically through a combination of housing and wrap-around support services, saving taxpayer money.
  - In 2017, the Homeless Trust adopted and began utilizing Restorative Practices continuum-wide with the goal of positively influencing human behavior through more collaborative and cooperative dialogue between service providers and clients.
  - In 2017 and 2018, the Homeless Trust served as the host community for US HUD's CoC Southeast Regional Conference, where CoC's from Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, Puerto Rico the U.S. Virgin Islands joined to share best practices and innovations.
  - In 2018, Miami-Dade County became one of only a handful of communities to *Effectively End Veteran Homelessness*, a designation recognized by the United States Interagency Council on Homelessness, United States Department of Housing and Urban Development and the United States Department of Veteran Affairs. The designation ensures homelessness for veterans is rare, brief and one-time.
  - In 2018, the Homeless Trust was selected as one of 10 communities nationwide to participate in A Way Home America's Grand Challenge with the goal of ending homelessness for LGTBQ+ youth and youth of color, setting a path to end homelessness for all youth.
  - In 2019, in partnership with the Homeless Trust, the Housing Authority of the City of Miami Beach received a 2019 Best Practice Award from the *Florida Association of Housing and Redevelopment Officials* (FAHRO) for its Moving On strategy. This best practice transitions formerly homeless clients in supportive housing to more independent living.

- In 2020, the Homeless Trust was ranked 4<sup>th</sup> in the nation in system performance among large cities by the National Homeless Information Project.
- In 2020, the Trust partnered with the Miami Foundation to secure new facilities to expand permanent housing capacity with a focus on senior citizens and unsheltered single adults.
- In 2022, secured funding commitments in excess of \$42 million to add and expedite the acquisition and renovation to facilitate no fewer than 550 permanent housing placements dedicated to persons experiencing homelessness.
- Led efforts to promote racial equity, including performing a racial disparity quantitative assessment since 2018, amending its coordinated entry system to ensure people of color have equal access to permanent housing, and facilitating trainings on racial bias, equity and inclusion, and in FY 2021-2022, the creation of a Racial Equity Work Group and a Lived Experience Work Group.
- Led the Trust through countless critical incidents impacting those experiencing homelessness, including hurricanes, cold weather emergencies, Zika, Hepatitis A, and most recently, COVID-19.
- Represented the CoC on numerous Board, including the National Alliance to End Homelessness Leadership Council, Florida Coalition to End Homelessness, Florida Housing Coalition, Dade-Miami Criminal Justice Council, Thriving Mind South Florida, Miami-Dade HIV/AIDS Partnership, United Way's Emergency Food and Shelter Program, Advancing Pretrial Policy and Research Learning Sites Pilot Project, Greater Miami Housing Alliance Eviction Task Force, Miami-Dade's Opioid Task Force and the Florida Department of Health in Miami-Dade's Health Equity Office Advisory Committee.
- Developed Homeless Awareness Day, the largest single-day community event of its kind in the nation, which unifies schools, faith-based communities, thought leaders, government entities, and non-profits in a full day of programming to raise awareness and build compassion for people experiencing homelessness.

4. Is there any other board, either public or private, which would better serve the function of this board?

No. There is currently no other Board that has such broad representation or support, and that meets the requirements of U.S. HUD's Hearth Act regarding the composition, role and function of local Continuum of Care Board (required to receive federal funding). Community support for the current process and Homeless Trust's structure is significant.

5. Should the ordinance creating the Board be amended to better enable the Board to serve the purpose for which it was created? (If "Yes", attach proposed changes)

No. The Ordinance, as approved, has provided the necessary flexibility to allow the Homeless Trust to fulfill its goals and objectives. The Trust is a 27-member board comprising a broad-based membership representing numerous sectors of our community. Representation includes seven (7) appointments from the

business and civic community through the Greater Miami Chamber of Commerce; four (4) appointments from the provider community; two (2) formerly homeless persons; a representative from the professional/academic community; three (3) members of the Miami-Dade League of Cities, three (3) 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 Miami Homes for All; the Miami City Manager; the District Administrator for the Department of Children and Families; members of the Judiciary, 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). Appointments to the Trust's various committees also allow for additional diversity and representation.

6. Should the Board's membership requirements be modified? No.
7. What is the operating cost of the Board, both direct and indirect? (Report on FY 2018, FY 2019, FY 2020, FY 2021 and FY 2012)

Costs for the administrative support of the Trust including indirect costs are:

	FY2018	FY2019	FY2020	FY2021	FY2022
Direct	132,431.43	140,451.32	147,240.11	150,945.99	158,680.39
Indirect	32,400.00	10,000.00	59,520.00	55,449.00	96,560.00
Total	164,831.43	150,451.32	206,760.11	206,394.99	255,240.39

8. Describe the Board's performance measures developed to determine its own effectiveness in achieving its stated goals.

The goals of the Homeless Trust, including the expansion of housing and services, are set forth in the Miami-Dade County Community Homeless Plan: Priority Home. The Plan undergoes an annual review. The Homeless Trust's effectiveness can be measured by the increased level of coordination, increased resources (funding leveraged) and the number of beds/housing units that have been developed since the Trust's inception. In line with federal goals and priorities, there is an increased focus on services to individuals experiencing chronic homelessness, as well as homeless youth and families, part of setting a path toward ending all homelessness.

Additionally, a critical aspect of the McKinney-Vento Homeless Assistance Act, as amended, is a focus on viewing the local homeless response as a coordinated system as opposed to individual homeless assistance programs and funding sources that operate independently in a community. The Act has established a set of selection criteria for HUD to use in awarding CoC funding, and HUD uses the following system level performance information as a competitive element in its CoC Program Competition:

- Length of time persons remain homeless
- Extent to which persons return to homelessness (after exiting to permanent housing)
- Number of homeless persons (PIT count)

- Income and employment growth for COC-funded projects
- Number of persons homeless for the first time
- Homeless prevention for category 3 homeless (not applicable)
- Exits to/retention of permanent housing

# ATTACHMENT 1

**MIAMI-DADE COUNTY HOMELESS TRUST BOARD MEMBERS ATTENDANCE REPORT FOR CALENDAR YEAR 2018**

**9 Meetings**

		January 5, 2018	February	March 23, 2018	April 27, 2018	May 25, 2018	June 22, 2018	July 27, 2018	August	September 28, 2018	October 31, 2018	November 16, 2018	December 21, 2018		
Seat #1	Lynne Cameron	E	<b>Not scheduled due to Legislative Session</b>	<b>Meeting Cancelled</b>	D	M	M	M	<b>Recess</b>	M	E	M	E		
Seat #2	Judge Steven Leifman, FAC Chairman	M			D	D	M	D		M	D	D	D	D	
Seat #3	Carlos Migoya	D			D	D	D	E		D	D	E	D		
Seat #4	Paul Imbrone	E			V	V	V	V		V	V	V			
	Patrick Morris												E	M	M
Seat #5	Jose Correa-Legido	M			D	M	E	M		M	M	M	M	M	E
Seat #6	Brian Alonso	M			M	M	M	D		D	D	D	D	M	D
Seat #7	Mayor Carlos Gimenez	D			E	E	D	D		D	D	D	E	D	E
Seat 8	Commissioner Joy Malakoff	V			V	V	V	V		V	V	V	V	V	V
	Comm. Ricky Arriola														M
Seat #9	Mayor Tomas Regalado	V													
	Mayor Oliver Gilbert, III				E	D	M	M		M	M	E	E	D	D
Sear #10	Mayor Francis X. Suarez (formerly commissioner)	E			E	E	E	E		E	E	E	E	E	E
Seat #11	Sandra Newson	E			D	M	M	M		M	M	M	E	E	D
Seat #12	Antonio "Tony" Villasuso	M			E	E	E	M		M	M	M	M	M	E
Seat #13	Stephen Alvarez	M			D	M	M	E		E	E	E	E	E	M
Seat #14	Constance Collins	M			D	M	V								
	Anna Frusciante									M	M	M	M	M	M
Seat #15	Rev Diane Shoaf	V													
	Father Patrick O'Neill				E	E	M	M		M	M	M	E	E	E
Seat #16	Rabbi Solomon Schiff	E			E	E	M	M		M	M	E	M	D	M
Seat #17	Rev. Megan Smith	V			V	V	V	V		V	V	V	V	V	V
Seat #18	George Shelby	M			E	M	M	M		M	M	M	M	M	M
Seat #19	Pauline Clarke-Trotman	M			M	M	M	M		M	M	M	D	M	M
Seat #20	Melissa Saldaña	M			M	D	M								
	Hilda Fernandez									M	M	M	M	D	D
Seat #21	Darius T. Orjuna	M			E	E	M	M		M	M	E	M	E	E
Seat #22	Ronald L. Book, Esq., Chairman	M	M	M	M	M	M	M	M	M	M	M			
Seat #23	Alberto Carvalho	E	D	E	D	E	E	E	E	D	D	D			
Seat #24	Commissioner Audrey Edmonson		M	M	M	E	E	E	M	E	E	D			
Seat #25	Daniel Alfonso	E													
	Dr. Emilio Gonzalez		E	D	D	D	D	D	D	D	E	D			
Seat #26	Dr. Luther Brewster	E	D	D	D	D	D	D	D	D	D	D			
Seat #27	Gilda Ferradaz	M	M	M	M	M	M	M	M	M	M	E			

**Key : A= Absent; M=Member Present; D=Designee Attended; E=Excused;**

**MIAMI-DADE COUNTY HOMELESS TRUST BOARD MEMBERS ATTENDANCE REPORT FOR CALENDAR YEAR 2019**

**8 Meetings**

		January 31, 2019	February 26, 2019	March 22, 2019	April 19, 2019	May 31, 2019	June 28, 2019	July 26, 2019	August	September 27, 2019	October 25, 2019	November 22, 2019	December 20, 2019	
Seat 1	Lynne Cameron	M	E		E		M			M	M	M	E	
Seat 2	Judge Steven Leifman, FAC Chairman	D	D		E		M			M	D	D	D	
Seat 3	Carlos Migoya	D	E		D		D			E	E	E	D	
Seat 4	Patrick Morris	M	E		M		M			E	E	M	M	
Seat 5	Jose Correa-Legido	M	D		M		E			D	M	M	E	
Seat 6	Brian Alonso	M	M											
	Carlos Fernandez-Guzman				E		M			M	E	E	M	
Seat 7	Mayor Carlos Gimenez	D	D		D		D			D	D	D	D	
Seat 8	Comm. Ricky Arriola	M	D		E		M			D	M	D	D	
Seat 9	Mayor Oliver Gilbert, III	M	D		D		E			D	E	D	E	
Seat 10	Mayor Francis X. Suarez (formerly commissioner)	E	E		E		E			E	E	E	E	
Seat 11	Sandra Newson	M	M	<b>CANCELLED</b>	D		M		<b>RECESS</b>	M	D	M	E	
Seat 12	Antonio "Tony" Villasuso	E	M		E	E		E			M	E	M	M
Seat 13	Stephen Alvarez	M	M		D	M		M			E	E	E	E
Seat 14	Anna Frusciante	M	M		M	E		E			M	E	E	M
Seat 15	Father Patrick O'Neill	M	E		E	M		M			M	E	M	E
Seat 16	Rabbi Solomon Schiff	M	D		M		E			M	M	D	M	
Seat 17	Rev. Megan Smith	V	V		V									
	Cleveland Bell, III						E			M	M	M	M	
Seat 18	George Shelby	M	E		M		M			E	E	M	E	
Seat 19	Pauline Clarke-Trotman	M	M		M		M			M	D	M	M	
Seat 20	Hilda Fernandez	D	M		D		D			D	D	M	M	
Seat 21	Darius T. Orjuna	M	E		E		E			E	E	E	E	
Seat 22	Ronald L. Book, Esq., Chairman	M	E		M		M			M	M	M	M	
Seat 23	Alberto Carvalho	D	D		D		D			D	D	D	D	
Seat 24	Commissioner Audrey Edmonson	E												
	Commissioner Dennis Moss		E		D		D			D	D	D	D	
Seat 25	Dr. Emilio Gonzalez	D	D		D		E			D	D	D	D	
Seat 26	Dr. Luther Brewster	D	D		D									
	Ines Hernandez						D			D	D	E	E	
Seat 27	Gilda Ferradaz	M	M		M		M			M	E	M	M	

**Key : A= Absent; M=Member Present; D=Designee Attended; E=Excused;**

**MIAMI-DADE COUNTY HOMELESS TRUST BOARD MEMBERS ATTENDANCE REPORT FOR CALENDAR YEAR 2020**

**7 Meetings-All 7 were Virtual Meetings due to COVID-19 Outbreak**

		January 31, 2020	February	March 27, 2020	April 24, 2020	May 22, 2020	June 26, 2020	July 31, 2020	August	September 25, 2020	October 23, 2020	November	December 18, 2020
Seat 1	Lynne Cameron	<b>MEETING CANCELLED</b>	<b>NOT SCHEDULED DUE TO LEGISLATIVE SESSION</b>	<b>MEETING CANCELLED</b>	M	M	M	M	<b>RECESS</b>	M	M	<b>MEETING CANCELLED</b>	F
Seat 2	Judge Steven Leifman, FAC Chairman				M	M	M	M		M	D		D
Seat 3	Carlos Migoya				D	D	D	F		F	F		D
Seat 4	Patrick Morris				M	M	M	M		F	F		M
Seat 5	Jose Correa-Legido				M	F	F	M		D	M		F
Seat 6	Carlos Fernandez-Guzman				M	F	M	F		M	F		M
Seat 7	Mayor Carlos Gimenez				F	D	D	F		D	D		D
Seat 8	Comm. Ricky Arriola				D	D	M	D		D	M		D
Seat 9	Mayor Oliver Gilbert, III				F	F	F	F		D	E		F
Seat 10	Mayor Francis X. Suarez (formerly commissioner)				F	F	F	F		F	F		F
Seat 11	Sandra Newson				D	D	M	D		M	D		F
Seat 12	Antonio "Tony" Villasuso				M	M	F	M		M	F		M
Seat 13	Stephen Alvarez				M	M	M	M		F	F		F
Seat 14	Anna Frusciante				F	V	F	F		M	F		M
Seat 15	Father Patrick O'Neill				F	F	M	F		M	F		F
Seat 16	Rabbi Solomon Schiff				M	M	F	M		M	M		M
Seat 17	Cleveland Bell, III				F	M	F	M		M	M		M
Seat 18	George Shelby				F	V	M	V		F	F		F
Seat 19	Pauline Clarke-Trotman				M	M	M	M		M	D		M
Seat 20	Hilda Fernandez				M	M	D	M		D	D		M
Seat 21	Darius T. Orjuna				V	V	E	V		E	E		E
Seat 22	Ronald L. Book, Esq., Chairman				M	M	M	M		M	M		M
Seat 23	Alberto Carvalho				D	D	D	F		D	D		D
Seat 24	Commissioner Dennis Moss				M	M	D	D		D	D		D
Seat 25	Dr. Emilio Gonzalez												
	Arthur Noriega				D	D	D	F		D	D		D
Seat 26	Ines Hernandez				D	D	D	D		D	D		F
Seat 27	Gilda Ferradaz	M	M										
	Raeann Bacchus			M	M			M					

**Key : A= Absent; M=Member Present; D=Designee Attended; E=Excused;**



**MIAMI-DADE COUNTY HOMELESS TRUST BOARD MEMBERS ATTENDANCE REPORT FOR CALENDAR YEAR 2021**

**4 Meetings held-Authority for Virtual Meetings expired-Virtual attendance medically permitted, but do not count towards quorum**

		January 29, 2021	February 19, 2021	March	April 20, 2021	May 14, 2021	June	July 23, 2021	August	September	October	November	December 17, 2021
Seat 1	Lynne Cameron	M-Vir	<b>CANCELLED DUE TO COVID</b>	<b>NOT SCHEDULED DUE TO LEGISLATIVE SESSION</b>	<b>CANCELLED DUE TO COVID</b>	M	<b>CANCELLED DUE TO COVID</b>	M	<b>RECESS</b>	<b>CANCELLED DUE TO COVID</b>	<b>CANCELLED DUE TO COVID</b>	<b>CANCELLED DUE TO COVID</b>	V
Seat 2	Judge Steven Leifman, FAC Chairman	M				M		D					
Seat 3	Carlos Migoya	D				E		D					
Seat 4	Patrick Morris	M-Vir				V		V					
Seat 5	Jose Correa-Legido	M-Vir				V		V					
Seat 6	Carlos Fernandez-Guzman	E				E		D					
Seat 7	Mayor Daniella Levine-Cava	E				D		D					
Seat 8	Comm. Ricky Arriola	D				D		E					
Seat 9	Mayor Oliver Gilbert, III	D				E		D					
Seat 10	Mayor Francis X. Suarez (formerly commissioner)	E				E		E					
Seat 11	Sandra Newson	M-Vir				D		D					
Seat 12	Antonio "Tony" Villasuso	M				M		M					
Seat 13	Stephen Alvarez	M				M		M					
Seat 14	Anna Frusciante	V				V		V					
Seat 15	Father Patrick O'Neill	M				E		M					
Seat 16	Rabbi Solomon Schiff-Passed away 4/2/21	M-Vir				M		V					
Seat 17	Cleveland Bell, III	M				M		E					
Seat 18	Joanne Karmade	E				V		E					
Seat 19	Pauline Clarke-Trotman	M-Vir				M		E					
Seat 20	Hilda Fernandez	M				M		D					
Seat 21	Darius T. Orjuna	V				V		V					
Seat 22	Ronald L. Book, Esq., Chairman	M				M		M					
Seat 23	Alberto Carvalho	D				M		D					
Seat 24	Commissioner Jean Monestime	E				D		D					
Seat 25	Arturo Noriega	D				M		D					
Seat 26	Ana Castilla	D				D		M					
Seat 27	Raéann Bacchus	M				M		M					

**MIAMI-DADE COUNTY HOMELESS TRUST BOARD MEMBERS ATTENDANCE REPORT FOR CALENDAR YEAR 2022**

**9 Meetings held-Authority for Virtual Meetings expired-Virtual attendance medically permitted, but do not count towards quorum**

		January 21, 2022	February	March	April 29, 2022	May 27, 2022	June	July 29, 2023	August 26, 2022	September 23, 2022	October 28, 2022	November 18, 2022	December 16, 2022		
Seat 1	Lynne Cameron	V	<b>MEETING NOT SCHEDULED DUE TO LEGISLATIVE SESSION</b>	<b>MEETING CANCELLED DUE TO LEGISLATIVE SESSION</b>	V	V	<b>MEETING CANCELLED</b>	V	V	V	V	V	V		
Seat 2	Judge Steven Leifman, FAC Chairman	D			D	D		D	M	M	D	D	D		
Seat 3	Carlos Migoya	D			E	D									
	Esther Caravia														
Seat 4	Patrick Morris	V			V	V		V	V	M	D	M	M	M	M
	Tina Vidal-Duart														
Seat 5	Jose Correa-Legido	V			V	V		V	V	V	V	V	V	V	V
Seat 6	Carlos Fernandez-Guzman	E				M		E		M	M	M	E	M	E
Seat 7	Mayor Daniella Levine-Cava	D				D		D		E	D	D	D	D	D
Seat 8	Comm. Ricky Arriola	D				D		E		D	D	D	D	D	D
Seat 9	Mayor Oliver Gilbert, III	D				D		D		D	D	D	D	D	D
Seat 10	Mayor Francis X. Suarez (formerly commissioner)	E				E		E		E	E	E	E	E	E
Seat 11	Sandra Newson	E				D		D		D	D	D	E	D	D
Seat 12	Antonio "Tony" Villasuso	M				M		M		M	M	M	E	M	M
Seat 13	Stephen Alvarez	M				M		M		M	M	D	M	D	M
Seat 14	Anna Frusciante	V				V		V		V	V	V	V	V	V
Seat 15	Father Patrick O'Neill	E				M		E		M	E	M	M	E	M
Seat 16	Rabbi Solomon Schiff-Passed away 4/2/21	V				V		V		V					
	Rabbi Frederick Klein										E	M	M	E	M
Seat 17	Cleveland Bell, III	M				E		M		M	M	M	M	M	M
Seat 18	Joanne Karmade	E													
	Sarah E. Wallace					M		M		M	M	M	E	M	M
Seat 19	Pauline Clarke-Trotman	E				M		M		M	M	M	M	M	M
Seat 20	Hilda Fernandez	D				M		M		M	D	M	M	D	D
Seat 21	Darius T. Orjuna	V				V		V		V	V	V	V	V	V
Seat 22	Ronald L. Book, Esq., Chairman	M				M		M		M	M	M	M	M	M
Seat 23	Alberto Carvalho	M													
	Dr. Jose L. Dotres			D	D		D	D	D	D	D	D			
Seat 24	Commissioner Jean Monestime	E		E	D		D	D	D	D	D	E			
Seat 25	Arthur Noriega	D		D	D		E	D	E	D	D	E			
Seat 26	Ana Castilla	D		D	E		D	D	E	D	D	V			
Seat 27	Raéann Bacchus	D		D	D										
	Gilda Ferradaz						M	E	M	M	E	M			

**Key : A= Absent; M=Member Present; D=Designee Attended; E=Excused;**


# ATTACHMENT 2

MEMORANDUM

Revised  
Substitute  
Agenda Item No. 7(A)

TO: Hon. Chairperson and Members  
Board of County Commissioners

DATE: May 3, 1994

FROM:   
Joaquin G. Avino, P.E., P.L.S.  
County Manager

SUBJECT: Ordinance Creating  
the Dade County  
Homeless Trust

O#94-66

RECOMMENDATION

It is recommended that the Board approve the attached Ordinance creating the Dade County Homeless Trust.

BACKGROUND

On May 18, 1993 the Dade County Commission created a Task Force on Homelessness and charged it with developing a plan to comply with Section 212.0306 of the Florida Statutes (1993). The resulting Dade County Community Homeless Plan serves as the blueprint for implementing programs to be funded from the proceeds of the 1% (one percent) food and beverage tax and will also serve as the basis for other available dollars for homeless programs such as Federal, State and Municipal grants and other public and private "matching" funds that may be attracted with the tax serving as a base revenue source. The Plan also calls for the creation of a governing body, a "Trust," to oversee the use of the portion of the food and beverage tax dedicated to homeless programs and to ensure that the proceeds are used in a manner which will provide the greatest benefit to homeless persons and the community as a whole.

The Ordinance has also undergone a review process with considerable input from members of the public and the Trust and, where necessary, has been adapted so as to reflect their recommendations. The Ordinance calls for a membership that is representative of the county's ethnic, racial and gender mix; greater participation by certain sectors of the community; and changes that further compliment the legislation.

TO: Honorable Chairperson and Members  
Board of County Commissioners

DATE: May 3, 1994

FROM: *Joaquin G. Avino*  
Joaquin G. Avino, P.E., P.L.S.  
County Manager

SUBJECT: Economic Analysis For  
Ordinance Creating The  
Dade County Homeless  
Trust

**BACKGROUND:**

On May 18, 1993 the Dade County Commission created a task Force on Homelessness and charged it with developing a plan to comply with Section 212.0306 of the Florida Statutes (1993). The resulting Dade County Community Homeless Plan serves as the blueprint for implementing programs to be funded from the proceeds of the 1% (one percent) food and beverage tax. It will also serve as the basis for other available dollars for homeless programs such as Federal, State and Municipal grants and other public and private "matching" funds that may be attracted with the tax serving as a base revenue source. The Plan also calls for the creation of a governing body, a "Trust" to oversee the use of the portion of the food and beverage tax dedicated to homeless programs and to ensure that the proceeds are used in a manner which will provide the greatest benefit to homeless persons and the community as a whole.

The Ordinance has also undergone a review process with considerable input from members of the public and the Trust and, where necessary, has been adapted so as to better serve the Trust's overall purpose.

The Ordinance calls for a more representative membership (ethnic, racial and gender balanced composition); greater participation of certain sectors and changes that compliment the legislation.

**ECONOMIC ANALYSIS:**

1. The economic impact on the County budget: **NONE**
2. The economic impact on the private sector: **NONE**
3. The effect on public/private employment: **NONE**
4. The costs and benefits of establishing and maintaining the program: (There will be no general fund costs associated with this ordinance).
5. Whether necessary to obtain State and Federal grants or financing: **NO**

Economic Analysis For Ordinance  
Creating The Dade County Homeless  
Trust

Page 2

6. Whether any other ordinance should be repealed or amended: NO
7. Whether the creation of a new ordinance is the best method of achieving the benefit desired: (The adoption of this ordinance is required by the enacting state legislation).

2

ORDINANCE NO. 94-66

ORDINANCE CREATING THE DADE COUNTY HOMELESS TRUST, PROVIDING FOR A GOVERNING BODY, ORGANIZATION AND PROCEDURE, APPOINTMENT AND TENURE, POWERS, DUTIES AND FUNCTIONS OF THE TRUST, AND STAFF SUPPORT; PROVIDING SEVERABILITY, INCLUSION IN THE CODE, AND AN EFFECTIVE DATE

**WHEREAS**, the Florida legislature has enacted the 1993 amendments to Section 212.0306, Florida Statutes, which authorize Dade and other counties to levy a homeless and spouse abuse tax;

**WHEREAS**, this Board finds that it is in the best interests of the community to create a Trust to oversee the use of that portion of the proceeds of the homeless and spouse abuse tax dedicated to the homeless and to ensure that the proceeds are used in a manner which will provide the greatest benefit to homeless persons and the community as a whole,

**NOW, THEREFORE, BE IT ORDAINED BY THE BOARD OF COUNTY COMMISSIONERS OF DADE COUNTY, FLORIDA:**

Section 1. **Creation of the Dade County Homeless Trust.** There is hereby created and established as an agency and instrumentality of Dade County a revocable trust which shall be named and known as the Dade County Homeless Trust (hereinafter referred to as "the Trust"). The Trust shall be a public body through which its governing body may exercise all those powers either specifically granted herein or necessary in the exercise of the powers herein enumerated.

**Section 2     Governing body**

A     The governing body of the Trust shall be a Board of Trustees composed of twenty-seven (27) voting members. Trustees shall serve without compensation but shall be entitled to reimbursement for necessary expenses incurred in the discharge of their duties.

B.     **Composition.** The voting membership of the Board of Directors shall be ethnically, racially and gender balanced and shall be composed of the following members:

1.     Seven (7) members representing the civic and business community which shall be selected by the Greater Miami Chamber of Commerce. After the initial terms of these seven members, the Trust may recommend that four (4) of the civic and business community positions include the following: one (1) representative of the downtown Miami business community, one (1) representative from the judicial sector; one (1) representative from the medical profession and one (1) representative of the neighborhood association in the area immediately impacted by the first homeless assistance center, or from the area most affected by homeless provider services.

2.     A member of the Dade County Public School Board or the Superintendent of Dade County Public Schools as determined by the School Board;

3.     The Chairperson of the Board of County Commissioners Committee on Housing and the Homeless or, in the absence of such a committee or in the absence of any other committee overseeing homeless issues, the Board of County Commissioners;

4.     Three (3) members of the Dade League of Cities selected by the Dade League of Cities, taking into consideration the cities most impacted by the homeless issue;

5.     The City Manager of the City of Miami;

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6 Two (2) formerly homeless persons selected by the Homeless/Formerly Homeless Persons Coalition or in the absence of such an organization, by the Homeless Providers' Forum

7 Four (4) representatives of the Homeless Providers Forum selected by the Homeless Providers Forum;

8 One (1) representative of the academic or professional sector, selected by the Chair of the Housing and Homeless Committee of the Board of County Commissioners, or in the absence of such a committee or any other committee overseeing homeless issues, the Board of County Commissioners;

9 One (1) advocate, formerly homeless person, or provider, selected by the South Florida Interfaith Coalition for the Homeless;

10 Three (3) members of the Greater Miami Religious Leaders Coalition selected by the Greater Miami Religious Leaders Coalition;

11 One (1) advocate for the homeless or one (1) formerly homeless person selected by the Homeless Providers Forum;

12 The President of the Miami Coalition for the Homeless; and

13 The District Administrator of the State of Florida Department of Health and Rehabilitative Services for the District encompassing Dade County.

Vacancies on the Board of Trustees shall be filled in the same manner by which the original Trustees were appointed, with a special emphasis on choosing persons representative of the gender, racial and ethnic composition of the entire community.

C Tenure and removal of trustees All non-ex officio trustees shall serve staggered terms of three (3) years each, provided, however, of the original Board of Trustees, the Trust shall select one-third (1/3) for a term of one (1) year and one-third (1/3) for a term of two (2) years. No trustee, with the exception of ex-officio trustees, shall be permitted to serve more than two (2) consecutive and complete terms of three (3) years each unless so authorized by two-thirds (2/3) vote of the full membership of the Board of County Commissioners. Trustees may be removed in accordance with the provisions of Chapter 2-11.38 of the Code of Metropolitan Dade County.

D. Qualifications. Each member of the Board of Trustees must comply with the requirements of Chapter 2-11.38 of the Code of Metropolitan Dade County.

E. Organization and procedure.

1. Officers. The Board of Trustees shall organize after the members thereof have qualified to serve and shall elect one (1) of its members as chairperson and such other officers as the Board of Trustees may determine to be necessary. In addition, the Board of Trustees shall make, adopt and amend bylaws, rules and regulations for its own governance.

2. Meetings. The Board of Trustees shall hold regular meetings and such other meetings as it deems necessary. A majority of the members of the Trust shall constitute a quorum. Minutes shall be kept of all meetings of the Trust and all meetings shall be public.

3. Committees. The Trust shall appoint any committees it deems necessary.

F Applicability of County rules and procedures. The Trust shall at all times operate under the Florida Open Government laws, including the "Sunshine Law", public meeting laws and public records laws and shall be governed by all State and County conflict of interest laws, as applicable, including the Metropolitan Dade County Conflict of Interest and Code of Ethics Ordinance, Sec. 2-11.1 of the Code of Metropolitan Dade County.

G Voting Requirements. Trustees may designate alternates to serve and/or vote on their behalf.

Section 3. The Trust shall have the following powers, duties, functions and responsibilities:

A. To serve in an advisory capacity to the Board of County Commissioners with respect to all issues affecting or relating to persons who have become or are about to become homeless;

B. To recommend to the Board of County Commissioners, in accordance with the Dade County Community Homeless Plan, an annual budget and plan for use of the Homeless Tax;

C. To recommend to the Board of County Commissioners, in accordance with the Dade County Community Homeless Plan, the award of contracts and grants from funds generated by the Homeless Tax to organizations, entities, and agencies, including an independent 501(c)(3) corporation and relevant service providers. The Board of County Commissioners shall accept such recommendations unless rejected by an affirmative vote of a majority plus one additional vote of the Board of County Commissioners.

All requests for proposals for such contracts and grants shall be prepared at the direction of the Trust and issued by the County Manager. In addition the County Manager shall collect and open such proposals, evaluate each proposal for responsiveness, rank all responsive proposals and make recommendations to the Trust regarding the award of the contract or grant. In the event of a bid protest, the party protesting the bid award shall first appear before the Trust. The Trust shall consider the protest and make a recommendation to the Board of County Commissioners;

D. To review the Dade County Community Homeless Plan on a regular basis and at least annually to assure that the Plan continues to serve the needs of the total community and the homeless and to recommend any needed amendments, deletions or modifications to the Board of County Commissioners. The Board of County Commissioners shall only have the power to amend the Plan based upon changed circumstances;

E. To develop a community wide consolidated funding plan to implement the Dade County Community Homeless Plan including the use of the following potential funding sources:

1. The annual proceeds of the Homeless Tax;
2. Funding from municipalities interested in supporting implementation of the Dade County Community Homeless Plan;
3. Community Development Block Grant funds;
4. Other federal grants;
5. State grants;
6. Private contributions.

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F To submit annually to the Board of County Commissioners a report summarizing and evaluating all programs and activities undertaken by the Trust during the previous fiscal year. The report shall include an audit and accounting, in accordance with generally accepted accounting principles, of all funds received and expended.

G To monitor, review and evaluate the homeless assistance services, activities and expenditures of Dade County and the municipalities within Dade County to determine compliance with state law.

H To recommend through an RFP process the award of a contract to an independent 501(c)(3) corporation which will raise private funds and carry out certain functions of the Dade County Community Homeless Plan including construction, operation, and siting of housing assistance centers and any other duties the Trust may so determine.

I To cooperate and work with service providers in carrying out the Dade County Community Homeless Plan.

Section 4. **Staff support.** The Board of Trustees shall select, with the approval of the County Manager, the Executive Director of the Trust. The Clerk of the Board shall record all meetings of the Trust and the County Manager shall provide to the Trust adequate staff and support services to enable the Trust to carry out its duties and responsibilities and shall continue to coordinate all homeless provider services and assist homeless providers in applying for grants and other available funds.

Section 5. Liberal construction to effectuate public purpose. This article, being for public purpose and for the welfare of the citizens of Dade County, Florida, shall be liberally construed to effect the purposes hereof

Section 6. If any section, subsection, sentence, clause or provision of this ordinance is held invalid, the remainder of this ordinance shall not be affected by such invalidity.

Section 7. It is the intention of the Board of County Commissioners, and it is hereby ordained that the provisions of this ordinance shall become and be made a part of the Code of Metropolitan Dade County, Florida. The sections of this ordinance may be renumbered or relettered to accomplish such intention, and the word "ordinance" may be changed to "section," "article," or other appropriate word.

Section 8. This ordinance shall become effective ten (10) days after the date of enactment.

PASSED AND ADOPTED: MAY 03 1994

Approved by County Attorney as  
to form and legal sufficiency.

RAG

Prepared by:

VLR

# ATTACHMENT 3

ALWAYS KEEP IN MIND THAT OUR BOARD MEMBERS AND COMMITTEE MEMBERS ARE HARD-WORKING, BUSY GENEROUS PEOPLE THAT VOLUNTARILY TAKE TIME TO ADDRESS THE NEEDS IN OUR COMMUNITY TO IMPROVE THE LIVES OF THE HOMELESS, POOR, AND DISENFRANCHISED AND MAKE THINGS WORK. THEY ARE VERY IMPORTANT PEOPLE (VIPS) THAT ARE TO BE TREATED WITH THE UTMOST RESPECT AND COURTESY AT ALL TIMES.



## **STANDARD OPERATING PROCEDURES FOR THE HOMELESS TRUST BOARD**

*These procedures are standard and the Board Administrator should always make it a goal to go above standard of duty. These standards should always be improved as the occasions arise.*

### **GENERAL INFORMATION**

In order to accommodate the public, the meetings are typically held at the Board of County Commissions Chambers (BCC). Ela Pérez-Abreu (CSS) or Valerie Roberts (CSS) of the Office of the Chair are the contact persons to make these arrangements. Whenever scheduling meetings at the BCC Chambers, the budget hearings and BCC meetings should be considered. Any changes are to be sent to [COM-CHAM@miamidade.gov](mailto:COM-CHAM@miamidade.gov) or [GIC-CHAM@miamidade.gov](mailto:GIC-CHAM@miamidade.gov) (this group includes all chamber staff as well as MDC-TV); or calling 305-375-2431. The meeting agenda must also be sent to this group in a Microsoft Word format. Also, conference rooms on the 18<sup>th</sup> Floor are available to all Miami-Dade County Departments on a first come first serve basis. The regular schedule is from 8 a.m. to 5 p.m. The conference rooms are accessible from both elevator banks of the Stephen P. Clark Center. The reservations are made by contacting Erol Kalendar e-mail at [erol.kalendar@miamidade.gov](mailto:erol.kalendar@miamidade.gov) or ext. 375-2616. Notification of cancellation should be made as soon as possible.

From time to time when no rooms are available, Chapman Partnership may be contacted at 305-329-3000 ext. 3063 for use of their community room.

### **RULES**

- Conference rooms are usually reserved on a first come first serve basis. Under certain circumstances we may have to cancel meetings. Affected users will be notified of cancellations as the information becomes available.
- When reserving a room, there should be at least a half an hour period between meetings.
- No food or uncovered drinks should be brought into BCC Chamber or the conference rooms. Departments will be liable for abuse.
- Smoking is not permitted anywhere in the building.
- Conference rooms are set up at least 30 minutes prior to the commencement of the meeting and should be left how it was found. Any extreme user changes in the set up without authorization will be liable for charges.
- All materials that are brought by the using agency must be removed at the end of the meeting. There is no janitorial service between meetings.
- Avoid scheduling rooms unless you intend to use them. At times, users schedule rooms "just in case" they need it. This places a burden on the system and prevents other departments from utilizing the resources.

## **EQUIPMENT**

Conference Rooms 18-2, 18-3, and 18-4 have a 25" television/VCR combo, a pull down screen. Conference room 18-1 has no audio-visual equipment at this time. There is no DVD equipment available.

All conference rooms have the capability of LAN and telephone connections. For this service please contact ETSD at 305-375-HELP (4357) or fill out an online form at <http://intra.co.miami-dade.fl.us/itdservice.htm>.

## **BOARD AND COMMITTEE APPOINTMENTS**

The Board Administrator is required to keep on file a report exclusively of Board member term appointment and reappointments: The Board Appointment File Memo. Only the Executive Director and the Assistant Executive Director receive a copy of this document (this is internal information).

All meetings are public meetings as well as meeting materials and board member information.

All meetings must be placed on the Public Calendar on the Miami-Dade Website (please refer to instructions-Item A provided at the end of these guidelines).

### **Board Appointments**

Towards the end of each members' term usually a month in advance, the Board Administrator is to provide the department director with a list of members' term expirations to prepare any necessary documents. A letter of appointment must be received by the appointing entity (please see the Homeless Trust By-Laws or Ordinance for appointing entities).

All Board members must be U.S. Citizens and Florida Residents.

Letters welcoming members to our Board are to be prepared for the Executive Director's and Chairman's signatures and to inform the members to contact the Clerk of the Board and to make them aware that they must schedule themselves of the mandatory Ethics Training for County Advisory Board members and Prevention of Sexual Harassment Training. Advisory board training is held on the **third Wednesday of each month**. Classes alternate between 8-9:30 a.m. and 12-1:30 p.m. every other month. Members must register before attending the class. [Online registration](http://ethics.miamidade.gov) at [ethics.miamidade.gov](http://ethics.miamidade.gov). Any questions or further information may be obtained from the Ethics Commission by contacting Robert Thompson at (305) 579-2594 or [Robthom@miamidade.gov](mailto:Robthom@miamidade.gov).

Sexual Harassment Training is scheduled by the Human Resources Department. Robert "Corey" Edwards should be contacted by the board member at [robert.edwards@miamidade.gov](mailto:robert.edwards@miamidade.gov) or 305-375-2841. The letter should be accompanied by a current board roster, the annual meeting notice, the Miami-Dade County Community Homeless Plan: Priority Home , and Continuum of Care (CoC) information. This should be sent out as soon as feasibly possible. Generally, a thank you letter is also sent to those board members whose terms

have concluded.. If the member is reappointed, a letter recognizing their reappointment should be sent out.

The Clerk of the Board must be notified as soon as possible (preferably within five days) of any change in status of a board member, primarily new appointments, re-appointments, resignations and term expirations. The Clerk of the Board will send the newly appointed members their Oath of Office and Financial Disclosure Form and requirements. Board members may not vote without the Oath of Office filed with the Clerk of the Board.

If a board member becomes ineligible to serve or resigns prior to the expiration of their term (this information must be received in writing or via e-mail) from either the appointing entity or the board member themselves. The appointing entity should be contacted as soon as possible in writing to fill that vacancy. For board members appointed to a third term, a term-limit waiver must be approved by the Board of County Commissioners.

**Committee Appointments**

Committee and sub-committee members are appointed by the board chairman (presently Ronald L. Book). Executive Committee members must be board members. An appointment memo must be prepared for the chairman’s signature and welcome letters should be made the same as the board letters with the roster and annual meeting schedule if one is available (the Miami-Dade County Community Homeless Plan: Priority Home and additional CoC information may be provided upon the member’s request).

**FINANCIAL DISCLOSURE**

All Board members are notified in June (with the forms and instruction with the notification) by the Department of Elections to file a Financial Disclosure Form that must be submitted to the Clerk of the Board by July 1<sup>st</sup> of each year. Upon request, the Board Administrator is to assist the Department of Elections and the Clerk of the Board with this task.

**VENUES**

Typically board and committee meetings are held in the Stephen P. Clark Center (SPCC),111 NW 1<sup>st</sup> Street, 2nd Floor Commission Chambers. Meetings are publicly noticed on the Miami-Dade Public Calendar by the board administrator, who has access to the calendar. and webcast on MDTV. Alternatively, when the Commission Chambers are not available, meetings are held on the 18<sup>th</sup> Floor of the SPCC. The following is a list of alternative venues to hold meetings when neither of the above venues is available

Venue	Contact Person	Telephone Number
Chapman Partnership Centers-North or South	Brittany Frederick, Ex, Asst. to Peter Pruitt, Interim CEO	305-329-3063
Camillus House	Ailyn Pina, Exec.	305-374-1065

	Asst. to Hilda Fernandez	x. 625
21 <sup>st</sup> Floor-SPCC	Ingrid Martinez	305-375-1589
22 <sup>nd</sup> Floor-SPCC	LaStephanie Moore	305-375-5143
19 <sup>TH</sup> Floor-SPCC	Shanise Harris	305-375-3152

\*Not enough room for board meetings, only committee meeting should be scheduled in these rooms.

**TRUST BOARD MEMBER LIST (Item B)**

- Ronald L. Book, Chairman
- Tina Vidal-Duart, Vice Chairwoman
- Judge Steven Leifman, Finance and Audit Committee Chairman
- Stephen Alvarez
- Ricky Arriola
- \*Gilda Ferradaz, Community Development Administrator, Florida Department of Children and Families
- Cleveland Bell, III, Housing and Services Development Committee Co-Chair
- \*Ana Castilla, President, Miami Homes for All
- \*Dr. José L. Dótres, Superintendent, Miami-Dade County Public Schools
- Hilda M. Fernandez,
- Commissioner Oliver G. Gilbert, III
- Carlos Fernandez Guzman
- Mayor Daniella Levine Cava
- \*Marleine Bastien, Miami-Dade Board of County Commissioners
- Esther Caravia
- Sandra Newson
- \*Arthur Noriega, Manager, City of Miami
- Father Patrick O'Neill
- Rabbi Frederick L. Klein
- Mayor Francis X. Suarez
- Pauline Clarke-Trotman, Housing and Services Development Committee Co-Chair
- Tony Villasuso
- Sarah Wallace

*\*Ex-officio members*

**TRUST BOARD COMMITTEE LIST and Working Groups**

- Executive Committee
- Finance and Audit Committee
- Housing and Service Development Committee
- Performance Evaluation Committee
- Lived Experience Working Group
- Youth Voice Action Council

**QUORUM**

To determine a quorum add the total number of active board or committee members divide by two (2) and add one (1), this will give you the number of members or proxies necessary for a quorum. The Executive Director must be

informed of the quorum status the day prior to the meeting. All members must be present in person in compliance with the Sunshine Law, unless authorized by the Governor. Chairman, Vice-Chairperson or appointed Acting Chairperson must be present for all Board meetings.

Members should not discuss-outside a public forum-any item or action that may foreseeably be on the meeting agenda.

### **RECUSALS**

A week before or as early as possible prior to a board or committee meeting always ask the Executive Director if there is any member that needs to be recused due to a conflict of interest, as this will affect the quorum.

### **FOLDER PRESENTATION**

Presentation folders are only utilized for Board meetings and Executive Committee meetings. The agenda is placed on the left side of the folder and the other meeting materials are placed on the right in order of presentation. Whenever possible, the member and guest copies of the meeting materials should be doubled sided. The guest packages are stapled all together (also double-sided when possible).

Presentation folders are presently obtained from the ISD

### **RECESS**

During the month of August there are usually no Trust meetings unless needed or otherwise specified. Usually an Executive Committee will be scheduled on the calendar in case there is an issue that needs to be addressed.

### **CLERK OF THE BOARD NOTIFICATION**

The Trust Board and Committee meetings should be given a reasonable notice prior to a meeting; general it should be 4 to 5 days. These meeting should also be placed on the County Calendar using Sharepoint Calendars as soon as possible user id is olan1at <https://login.microsoftonline.com> (account must be created); must be authenticated by the Miami-Dade Authenticator App that can be downloaded to a mobile device.

### **MINUTES**

The minutes must be typed and approved by the executive director at least 24 hours prior to the meeting.

### **TWO (2) DAY RULE**

All efforts must be made to have the agenda and action items materials ready for distribution to all members at least two (2) days prior to the meetings.

### **MEETING CHECKLIST**

Please see the sample: Item C

### **ANNUAL MEETING NOTICE**

Towards the ends of the year, the board and executive committee tentative dates are sent to the board chairman and Trust director. Once approved by the Chairperson, the room reservations are requested. Once rooms are confirmed, an annual notice is sent to all respective members. These meetings must all be placed on the Public County Calendar as mentioned before.

### **BOARD MEMBER DESIGNATION/PROXY**

Trust Board member on occasion may not be to attend meetings, as such, they may submit in writing a letter stating that they will be designating someone to attend the board meeting on their behalf, which is kept in the file. Emails are accepted for this purpose. Permanent designee letters may also be submitted to be kept on file.

### **BOARD AND COMMITTEE CONFERENCE ROOM SET UP**

**Board:** At the BCC Chamber dais, additional chairs are needed for members. The agenda in word should be sent to [GIC-CHAM@miamidade.gov](mailto:GIC-CHAM@miamidade.gov). All digital presentations should also be provided to Chamber personnel as early as possible.

For other venues, permitting space, the meeting is usually “U” or square shape for 27 people (depending on the size of the tables) and 25 for the audience. The order should be Chairman, Executive Director, and our County Attorney to the right. When it is a Finance & Audit Committee, our Homeless Trust Manager also known as our CFO sits between the director and the county attorney.

**Committee:** The conference room for the committee meetings is also be set up as U-shape if necessary for head table with the number of chairs according to the size of the committee and 10-15 chairs for the audience.

### **NEWS ARCHIVE**

The Board Administrator is required to maintain all of the articles that are distributed to the board as well those that are simply to archive for the record. These are filed in chronological order, most recent date first.

### **OTHER DUTIES, RESPONSIBILITIES AND PROTOCOLS**

- The Board Administrator works under the direct supervision of the Executive Director.
- It is the duty of the Board Administrator to maintain board and committee members abreast of meeting schedules with special attention to changes in location, time, etc. that are not a regular schedule, any and all news and special events related to the goals and purpose of the board and the Continuum of Care as directed by the senior staff.
- All meeting changes, however slight, must be approved by the Executive Director, the Chairman, and the County Attorney. Reasonable notice should also be given to all board and committee member as soon as feasibly possible.
- The Board Administrator is to address all public records service requests & information requested from the Clerk of the Board regarding board members and meetings.

- The Board Administrator assists the Executive Director, the Assistant Executive Director and department Sr. Executive Secretary as needed on matters related to the board, including but not limited to correspondence, memos and other pertinent information and materials.
- The Board Administrator is to address and accommodate all board members, committee members and chairperson of same to the best of his/her ability with the utmost courtesy and professionalism above and beyond the standard.

# ATTACHMENT 4



**BYLAWS  
OF  
MIAMI-DADE COUNTY HOMELESS TRUST**

**ARTICLE I**

**PURPOSE**

The Miami-Dade County Homeless Trust ("Trust") was created to serve in an advisory and oversight capacity to the Board of County Commissioners with respect to issues affecting or relating to persons who have become, or are about to become, homeless in Miami-Dade County. The Trust shall serve as the Board for the Miami-Dade County Continuum of Care and shall act on behalf of the Continuum of Care. More particularly, the *Trust* was created to develop and carry out a community-wide consolidated funding plan to implement the Miami-Dade County Community Homeless Plan, including the annual proceeds of the food and beverage tax, municipal funds, state and federal grants and private contributions. The Trust will recommend the award of contracts and grants to carry out the homeless housing and service system for the Continuum of Care, called the Miami-Dade County Community Homeless Plan, designed to meet the needs of homeless individuals and families, including unaccompanied youth. As part of this funding plan, the Trust is further charged with the task of monitoring and evaluating the implementation of the Miami-Dade County Community Homeless Plan and will accordingly recommend any changes to the Plan or the manner in which it is implemented, including the development and implementation of Standards of Care, Performance Measures, a mechanism to collect and analyze data to identify needs, gaps and priorities, and HMIS Governance Policies.

**ARTICLE II**

**IDENTIFICATION**

**SECTION 1. Seal.** The seal of the Trust shall be circular in form and mounted upon a metal die, suitable for impressing upon paper, and shall bear the name of the Trust and such symbols or words as the Board of Trustees of this Trust may decide.

**ARTICLE III**

**THE BOARD OF TRUSTEES**

**SECTION 1. Number, Tenure and Qualifications.** The business and affairs of the Trust shall be managed by the Board of Trustees composed of at least twenty-seven (27) and not more than twenty-nine (29) voting members. Trustees shall serve without compensation.

**SECTION 2. Tenure, Appointment and Removal.** All non-ex-officio Trustees shall

serve staggered terms of three (3) years each.

Trustees shall be appointed, removed and shall serve according to the provisions of Chapter 2 of the Code of Miami-Dade County.

**SECTION 3. Composition.** The voting membership of the Board of Directors shall be ethnically, racially and gender balanced and shall be composed of the following members:

1. Seven (7) members representing the civic and business community which shall be selected by the Greater Miami Chamber of Commerce. After the initial terms of these seven members, the Trust may recommend that four (4) of the civic and business community positions include the following: one (1) representative of the Downtown Miami business community, one (1) representative from the judicial sector; one (1) representative from the medical profession and one (1) representative of the neighborhood association in the area immediately impacted by the first homeless assistance center, or from the area most affected by homeless provider services;
2. A member of the Dade County Public School Board or the Superintendent of Miami-Dade County Public School as determined by the School Board;
3. The Chairperson of the Board of Miami-Dade County Commissioners' Committee on Housing and the Homeless or, in the absence of such a committee or in the absence of any other committee with oversight on homeless issues, a member of the Board of Miami-Dade County Commissioners;
4. Three (3) members of the Dade League of Cities selected by the Dade League of Cities, taking into consideration the cities most impacted by the homeless issue;
5. The City Manager of the City of Miami;
6. Two (2) formerly homeless persons selected by the Homeless/Formerly Homeless Persons Coalition or in the absence of such organization, by the Homeless Providers' Forum;
7. Four (4) representatives of the Homeless Providers' Forum selected by the Homeless Providers' Forum;
8. One (1) representative, formerly homeless person, or provider, selected by the South Florida Interfaith Coalition;
9. One (1) advocate, formerly homeless person, or provider, selected by the South Florida Interfaith Coalition;
10. Three (3) members of the Greater Miami Religious Leaders Coalition selected by the Greater Miami Religious Leaders Coalition;
11. One (1) advocate for the homeless or one (!) formerly homeless person selected by the Homeless Providers' Forum;
12. The President of the Miami Coalition for the Homeless; and
13. The District Administrator of the State of Florida Department of Health and Rehabilitative Services for the District encompassing Miami-Dade County.

Vacancies on the Board of Trustees shall be filled in the same manner by which the original Trustees were appointed, with a special emphasis on choosing persons

representative of the gender, racial and ethnic composition of the entire community.

Trustees shall be appointed removed and shall serve according to the provisions of Chapter 2 of the Code of Miami Dade County.

**SECTION 4. Resignation.** Any Trustee may resign at any time by giving written notice to the Board of Trustees, or to the Chair of the Trust. Such resignation shall take effect at the time specified therein and unless otherwise specified therein, acceptance of such resignation shall not be necessary to make it effective.

## **ARTICLE IV**

### **MEETINGS OF THE BOARD OF TRUSTEES**

**SECTION 1. Place, Call and Adjournment of Meetings.** Meetings of the Board of Trustees shall be held within Miami-Dade County. The Board of Trustees shall hold regular meetings which may be called the Chair, Vice-Chair or Treasurer of the Trust. The Chair, Vice- Chair or Treasurer shall preside at all meetings. Meetings of the Board of Trustees must be held at least semi-annually.

In the event the quorum requirements set forth herein are not met, the Chairperson, Vice- Chairperson, Clerk of the Board or his designee, or a majority of the Trustees present, may adjourn the meeting to the next day, or by unanimous agreement of those members present, select another place, hour or day to hold the meeting.

All meetings of the Board of Trustees shall be held and noticed in accordance with the Miami-Dade County and Florida open government laws including the "Sunshine Law," public meeting laws, public records laws and the Miami-Dade County Conflict of Interest and Code of Ethics Ordinance, as applicable. Agendas of the meetings shall be published and/or distributed at least three (3) business days prior to the meeting.

**SECTION 2. Special Meetings.** Special Meetings of the Board of Trustees may be called by the Chairperson or Vice-Chairperson of the Trust or by a majority of the members of the Trust. When a special meeting is called, a notice in writing signed by such majority, the Chairperson or Vice-Chairperson shall be served upon the Clerk of the Board.

Either verbal or written notice shall be served upon each of the Trustees stating the date, hour and place of the meeting and the purpose for which such meeting is called. No business other than that specified in the notice shall be transacted at that meeting. At least twenty-four hours must elapse between the time the Clerk receives notice in writing and the time the meeting is held.

If after reasonable diligence it was impossible to give notices to each Trustee, such failure shall not affect the legality of the meeting if a quorum was present. The minutes of each special meeting shall show the manner and method by which notice of the meeting was provided. All special meetings shall be open to the public and held in accordance with

the Miami-Dade County and record laws and the Miami-Dade County Conflict of interest and Code of Ethics Ordinance, as applicable.

Notwithstanding anything contained herein to the contrary, notice of any special meeting may be waived only by not less than a majority of the entire membership of the Board of Trustees. No special meeting shall be held unless notice thereof shall be given in compliance with the provisions of this section, or notice thereof is waived by a majority of the entire membership of the Trust.

**SECTION 3. Quorum and Acts.** A majority of the whole number of members of the Trust shall constitute a quorum for the transaction of business. The act of a majority of the Trustees present at a meeting at which a quorum is present shall be the act of the Board of Trustees.

The members may appoint or designate alternates to vote on their behalf.

Any member of the Trust who announces a conflict of interest on a particular matter and a decision to refrain from voting or otherwise participating in the proceeding related to that matter shall leave the room in which the meeting is being held until the consideration of that matter is concluded. Any such member who does not leave the room shall be deemed absent for purposes of constituting a quorum, counting the vote or any other purpose.

**SECTION 4. Presiding Officer.** The Chairperson of the Trust shall preside at all meetings at which he or she is present. In the absence of the Chairperson, the Vice-Chair or Treasurer shall preside. The presiding Officer may vote on all questions, his or her name being called last.

**SECTION 5. Rules of Debate.** Debate shall be governed by the rules of debate applicable to the Board of County Commissioners of Miami-Dade County.

## **ARTICLE V**

### **OFFICERS**

**SECTION 1. Officers.** The Board of Trustees may elect a Chair, Vice-Chair, Treasurer, and such other officers and assistant officers and agents as may be deemed necessary by the Board of Trustees. All officers shall serve until their respective successors are elected and qualified.

**SECTION 2. Vacancies.** Whenever any vacancies shall occur in any office by death, resignation, removal, increase in the number of officers of the Trust, or otherwise, the same shall be filled by the Board of Trustees, and the officer so elected shall hold office until his successor is chosen and qualified.

**SECTION 3. Duties.**  
**Chairperson of the Board.** The Chairperson shall preside at all meetings of the Board of

Trustees and by virtue of his office, shall be a member of all standing committees. He shall have such other duties and powers as may be assigned to him by the Board of Trustees.

Vice-Chairperson. In case of the office of the Chairperson becoming vacant, or in case of the absence of the Chairperson, or his disability to discharge the duties of his office, such duties shall, for the time being, devolve upon the Vice-Chairperson.

Treasurer. The Treasurer shall work together with the Executive Director in keeping account of all money and funds within the control of the Trust unless otherwise determined by the Board of Trustees, and in coordination with the Executive Director, shall render such accounts and present such statement to the Trustees.

**SECTION 4. Removal.** Any officer elected or appointed by the Board of Trustees may be removed from office by the Board whenever in its judgment the best interests of the Trust will be served thereby.

**SECTION 5. Resignation.** Any officer of the Corporation may resign at any time by giving written notice to the Board of Trustees, or to the Chair of the Trust. Such resignation shall take effect at the time specified therein and unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective.

## **ARTICLE VI**

### **COMMITTEES**

**SECTION 1. Creation of Committees, Subcommittees and Workgroups.** The Chair of the Board of Trustees may designate from among its members committees, subcommittees and workgroups, each of which shall have the authority specifically granted it by the Board. Committees may include a Finance and Audit Committee, Services Development Committee and Housing Development Committee. The Committees, subcommittees and Workgroups shall be composed of representatives of law enforcement/corrections; faith-based organizations; health care; education (schools/universities); veteran's organizations; domestic violence programs; HIV/Aids programs; homeless non-profit service provider agencies representing emergency, transitional, permanent housing, homeless prevention and rapid rehousing programs; homeless/formerly homeless persons; unaccompanied homeless youth organizations; homeless prevention agencies; funder advocacy groups; hospitals; mental health receiving facilities; entitlement jurisdictions; and local workforce investment act boards.

**SECTION 2. Executive Committee.** The Chairperson of the Board of Trustees may create and appoint members to an Executive Committee. The Executive Committee may be composed of the Chairperson, Vice-Chairperson, Treasurer, and four (4) Trust members representative of the following groups: (a) one member of the homeless provider network and/or religious community; (b) one member of the business and civic community; (c) one member from the homeless community and/or

advocacy/independent groups; and (d) one member from the state, county or municipal government. The Executive Committee shall have the power and authority to act on behalf of the Board of Trustees.

**SECTION 3. Continuum of Care Sub-Committee.** The Chairperson of the Board of Trustees shall create a Continuum of Care Subcommittee to support the continuum of care planning process. On an annual basis, the Trust shall provide a public notice inviting interested parties to serve on the Continuum of Care Sub-Committee. The Subcommittee will be responsible for assisting in: 1) formulating the annual gaps and needs analysis; 2) compiling information for the development of the priority needs; 3) developing local priorities, to include program areas and application target funding amounts; 4) reviewing applications selected by the evaluation committee for inclusion in the collaborative application to ensure completeness; and, 5) helping in compiling information to complete the collaborative application, as needed. Committee members shall include, but not be limited to: non-profit providers representing various service and housing programs; representatives from domestic violence and Veterans programs; Housing Agency staff; representatives from entitlement jurisdictions; homeless/formerly homeless person(s); Homeless Trust Staff; homeless youth programs; and advocates.

All committee meetings will be held subject to and in conformance with Miami-Dade County and Florida conflict of interest and open government laws including the "Sunshine Law," public meeting laws, public records laws and the Miami-Dade County Conflict of Interest and Code of Ethics Ordinance.

Unless a greater proportion is required by the Board of Trustees when designating a committee, a majority of the entire authorized number of members of such committee shall constitute a quorum for the transaction of business and the vote of a majority of the members present at a committee meeting at the time of such vote, if a quorum is the present, shall be the act of such committee.

Each committee, subcommittee and workgroup shall serve at the pleasure of the Board of Trustees.

## **ARTICLE VII**

### **EXECUTIVE DIRECTOR**

The Board of Trustees shall select, with the approval of the County Mayor/Manager, an Executive Director of the Trust. The Executive Director shall carry out all of the day to day activities of the Trust as well as those activities the Trust so directs. In addition, it shall be the general responsibility of the Executive Director to complete all of the tasks contemplated by the Miami-Dade County Community Homeless Plan, prepare for submission, review and action by the Trust all information, proposals and ideas, schedule all regular and special meetings of the Trust, work closely with Miami-Dade County's not-for-profit groups, the private sector, other government entities and provider groups to carry out the plan and enhance the assistance provided

to the homeless. The Executive Director shall develop, recommend and implement policies and procedures for assessing system needs, developing priorities, selecting and awarding funds, monitoring programs compliance, reviewing and updating performance measures and standards of care, and supervising staff.

With respect to contracts, applications for grants and matching funds necessary to further the goals and objectives of the Miami-Dade County Community Homeless Plan, the Executive Director shall prepare requests for proposals, requests for applications, requests for letters of interests, requests for qualifications, invitation to bids and/or grant applications, following established procurement processes, reviewing and ranking each response and recommending to the Trust the award of contracts and grants.

BYLAWS

Rev: ~~May 6, 1999~~ September 27, 2013

# ATTACHMENT 5



**MIAMI-DADE COUNTY HOMELESS TRUST BOARD MEETING MINUTES**

**May 25, 2023**

**The following members were present in person:**

Ronald L. Book, Esq., Chairperson	Liliana Pulido for
Cleveland Bell, III, HSDC Chairman	Tina Vidal Duart, Vice Chairperson
Lázaro Quintero for	Tim Coffey for
Mayor Francis X. Suárez	Judge Steven Leifman, Finance Chairman
Gilda Ferradaz	Erick Chiroles for Commissioner Ricky Arriola
Jephery Francis for	Pedro Arteaga for Dr. José Dótres
Commissioner Oliver Gilbert, III	Jenny Gomez for Hilda Fernández

**The following members were excused:**

Rabbi Fredrick Klein	Mayor Daniella Levine-Cava
Pauline Clarke-Trotman	Father Patrick O’Neill
Arthur Noriega	Carlos Fernández-Guzmán
Commissioner Marleine Bastien	Esther Caravia
	Ana Castilla

**The following guests and staff were present:**

Sydney Vigille	Isabella Dell Oca	Lehana Smith
Lilian González	Beatrice González	Malene Legorr
Alicia Jerez	Natasha Wedderburn	Jean Eveillard
Ashley Alemán	Miriam Wedderburn	Latavea Johnson
Iona R. Sawyer	Francis Gedeon	Terrell T. Ellis
Harold W. Foster	Josiah Gedeon	Maria Abreu
Gloria D. Wedderburn	Jaliise Gedeon	Manuel Sarria
Kavaja Sarduy	Natalia Trovato	Victoria L. Mallette
Glenn P. Wedderburn	Christopher Burch	Terrence Smith, Esq.
		Margarita Olano, Rec. Sec.

**1) Welcome and Introductions**

Mr. Book opened the meeting at approximately 3:14 p.m., welcomed everyone and proceeded to consider the meeting agenda. Although there is not a quorum present yet, we will begin with the presentation as to not cause further delay.

**2) Reasonable Opportunity for the Public to be Heard**

Mr. Book opened the meeting for Reasonable Opportunity for the Public to be Heard on any item on the agenda. Not seeing or hearing anyone come forward; Reasonable Opportunity was closed.

**3) Approval of Minutes**

Mr. Book inquired if there were any questions or changes to the February 2023 meeting minutes; not hearing any, **Judge Leifman made a motion to approve the minutes. Mr. Bell seconded the motion. All members present approved the motion set forth unanimously.**

**4) New Business**

**a) Homeless Awareness Sensitivity & Essay Contest Winners**

By way of introduction, Mr. Book relayed the events involving the death of Norris Gaynor, and how that led the Homeless Trust to collaborate with Miami-Dade County Public Schools and create a curriculum to educate and inspire children and youth about homelessness. He explained the definitions of homelessness and chronic homelessness. An important criteria for the selected submissions is the messaging in the artwork that dispels myths about homelessness and how to help those experiencing it. Mr. Book then announced the winners and pictures with the students and board were taken at the dais well:

- ~ First Place Elementary Posters
  - Christopher Burch, 3<sup>rd</sup> grade from North Dade Center for Modern Languages. Teacher: Natalia Travato

- ~ First Place Middle School Posters
  - Jaliise Gedeon, 7<sup>th</sup> grade from Shenandoah Middle School. Teacher: Miriam Wedderburn
- ~ Second Place Middle School Posters
  - Alicia Jerez, 8<sup>th</sup> grade from Lawton Chiles Middle School. Teacher: Lilian Gonzalez
- ~ Third Place Middle School Posters
  - Ashley Aleman, from Lawton Chiles Middle School. Teacher: Lilian Gonzalez.
- ~ First Place Essay
  - Maria Donato, 11<sup>th</sup> grade from G. Holmes Braddock Senior High School. Teacher: David L. Towbin.
- ~ Honorable Mention: Anabella Guerra, 9<sup>th</sup> grade from M.A.S.T., Homestead. Teacher: Kayla Pickatski

Thank you to all the participants, teachers, parents, Miami-Dade County Schools, Chapman Partnership. Congratulations to the winners! The art will be displayed at different locations within our Continuum of Care.

Mr. Pedro Arteaga stated that Miami-Dade County Public Schools is grateful partnership for the partnership with the Homeless Trust and the M Network. Over 10,000 students have been identified as being in unstable housing situations. This event allows us to share information at the school level bringing awareness and sensitivity to the students and educators; and make sure all students attend school every day and on time.

Mr. Book clarified how the definition of homelessness for the MDCPS System and other school systems differs from the HUD definition of homelessness; school systems count people that are doubled up with friends and family and couch surfers whereas HUD only counts unsheltered people. When we started over thirty years ago we had over 8,000 unsheltered homeless, we are down to 1,057, a fraction of what other major urban cities have. This demonstrates that we should be proud to live in a caring city that cares about all people.

f

**b) Florida Emergency Solutions Grant – Coronavirus (ESG-CV-3)**

Ms. Mallette referred members and guests to the memo provided in the meeting packet. Ms. Mallette provided background for Coronavirus Aid funding awarded to the Trust through the State of Florida Department of Children and Families (DCF) and Economic Security Act Emergency Solutions Grant (ESG-CV) appropriation in 2020. Through a competitive process, funds were sub-granted to Chapman Partnership to provide Rapid Re-housing, which was approved by the board on July 21, 2021 and subsequently by the Board of County Commissioners. Chapman Partnership has had great success in exiting clients to permanent housing, which is a key U.S. HUD system performance measure.

In March of 2023, DCF advised the Homeless Trust that it is being allocated additional ESG-CV funding as part of a statewide allocation in the amount of \$445,954.55. The Trust seeks to use this funding for Rapid Re-housing and enter into a contract with Chapman Partnership.

Trust staff seeks approval from the Board to receive and expend Coronavirus Aid, Relief and Economic Security Act Emergency Solutions Grant (ESG-CV) funds provided to the State of Florida through the Florida Department of Children and Families (DCF) in the amount of \$445,954.55 for Fiscal Year 2023-2024, as well as any additional ESG-CV funds that becomes available; amend the Unified Homeless contract with DCF, to include the \$445,954.55 in funds; and execute a sub-grant agreement with Chapman Partnership, Inc. in the amount of \$445,954.55 for homeless housing and services, in particular, rapid rehousing to serve households experiencing homelessness throughout the Continuum of Care. The spending period for these funds will be July 1, 2023 through June 30, 2024. **Mr. Chiroles made a motion to approve staffs’ recommendation as presented and outlined in the memo. Judge Leifman seconded the motion. All members present approved the motion set forth unanimously.**

**c) Video Production – Public Relations Contract Amendment for FY2022-2023**

Ms. Mallette referred members and guests to the memo and corresponding attachment provided in the meeting packet and provided background as to the use of video productions in homelessness education, engaging the community, ways to help, and dispelling myths about homelessness and activities that actually assist in effectuating change. The current videos are dated and no longer resonate with today's audiences as the faces of homelessness have changed, and the delivery of housing and services have evolved. The proposed scope of service is attached to the memo.

Trust staff is seeking to amend the current year contract with the M Network to include an increase of \$31,290.00, which would bring the total contact amount of \$169,700.00 for FY 2022-2023 to \$200,990.00. It is important to note that the existing contract includes \$66,000.00 dedicated to collateral materials exclusive of staff time, and an in-kind commitment of \$50,000.00 which equates to more than 300 hours for crisis communications, project management and flexible support to Trust leadership as needs evolve throughout the year.

The existing agreement provides for media, public relations and marketing services inclusive of Homeless Awareness Day events, the Poster and Essay Sensitivity Contest, website content creation and management, social media content management, media relations support and crisis management.

**Mr. Bell made a motion to approve staff recommendation as presented and outline in the memo and corresponding attachment. Mr. Chiroles seconded the motion. All members present approved the motion set forth unanimously.**

**d) 2023 Point-in-Time Update**

Ms. Mallette referred members and guests to the reports in the meeting packet and reviewed the complete and final results of the January 26, 2023 unsheltered count. There was an overall increase of 12% countywide representing 381 people, an increase of 13% of sheltered homeless and 9% of unsheltered homeless. Within these numbers, there is an increase in the sub-population of 23% in the chronic population, representing 177 people, and an increase in families with minor children of 16% representing 53 households, slight increase of parenting youth of 2%. There was a reduction of veteran homelessness of 29% and unaccompanied youth by 1%. This is an information item.

**e) Racial Equity Assessment Executive Summary**

Ms. Mallette referred members and guests to the memo provided in the meeting packet. She provided some background on the work of the Homeless Trust to reduce and eliminate racial disparities within the Homeless Continuum of Care. She briefly described the work with Racial Equity Partners to accomplish this goal and implement a Racial Equity Action Plan. She then introduced Kavita Gilchrist to take everyone through the presentation provided in the meeting packet, which included but was not limited to the following:

- ~ Assessment Process (September – December 2022)
  - Online survey of the CoC – 255 respondents
  - Focus Groups – Providers and people with lived experience
  - Data Analysis
- ~ Diversity Across the CoC
- ~ Suggestions to advance racial equity
  - Training on DEI (leaders, workers, and law enforcement)
  - Leaders and workers should better reflect the population served
  - Landlord outreach and accountability
  - Research to help target resources and understand program outcomes
- ~ Recommendations to connect with adjacent and intersecting systems
  - Increase availability of affordable housing
  - Increase access to health care
  - Increase access to low-cost or free training and technical skills
  - Dedicate housing resources for formerly incarcerated people
- ~ Recommendations for the Homeless Trust

- Training and professions development
- More ways for people experiencing homelessness to participate
- Include racial equity in policies and enforcement of policies for all agencies

Mr. Bell commented that it was a great exercise and an affirmation that we were on the right track. He thanked the facilitators for guiding us through the process. Ms. Mallette stated that it was a good experience in our journey of continuing with our work. There will be an action plan presented in June. Thanked Kavita and Maytee, the working group and the action planning group. Several comments by some board members. Mr. Book looks at this as self-examination and looks forward to seeing the action plan. This is an information item.

**f) Community Plan to End Homelessness: Priority Home**

Ms. Mallette referred members and guests to the memo and corresponding attachment provided in the meeting packet and provided some background for Priority Home, which was originally approved in 2013 updating the original Community Plan first implemented in 1994. The Plan is reviewed annually to ensure it continues to serve the needs of our community. Updates are made as needed as part of the CoC Sub-committee process. Ms. Mallette stated that an introduction of how we got where we are was added and briefly reviewed the updates for 2023. **Judge Leifman made a motion to approve the Community Plan to End Homelessness as presented by staff and outlined in the attached Plan. Mr. Bell seconded the motion. All members present approved the motion set forth unanimously.**

**g) 2<sup>nd</sup> Quarterly Report**

Ms. Mallette referred members and guests to the memo and the corresponding attachment provided in the meeting packet. The information provided excludes proceeds overseen by the Domestic Violence Oversight Board (DVOB). All revenues and expenses are within approved budget levels for the fiscal year. Provider contracted service expenditures were not incurred for some programs at the closing of the first quarter due agreement execution and billing processes; these will be processed during the second and third quarters and bring the budget to actual percentages by the conclusion of the fiscal year.

Total revenues for the second quarter were \$16,387,039.14. Total net Food & Beverage Tax revenue was \$9,211,239.71, which is within the budgeted level for the quarter.

Total expenses for the second quarter were \$14,729,850.10. There is an expense of \$11,034,495.83 for the purchase of Mia Casa and the Blue Village formerly known as Krome and a credit of \$4,593,855.00 for the reimbursement of Blue Village from the Miami-Dade Rescue Plan – Infrastructure Projects program. This makes the total expenses \$21,170,490.93.

This is an information item.

**h) Sunset Review of Boards 2018-2022**

Ms. Mallette referred members and guests to the memo with corresponding attachments provided in the meeting packet and provided some background to the item. County boards must submit a Sunset Review on a biennial basis, however as a result of the pandemic and changes within the Office of Management and Budget this process was postponed. The purpose of the review is to ensure that the board is serving the purpose for which it was created and its effectiveness. The Trust seeks to move ahead with the sunset review process for the years 2018-2022. Following the submittal to the Office of Management & Budget, it is presented to the Board of County Commissioners for final approval of the Review. Staff recommends the approval of the Sunset Review 2018-2022. **Mr. Bell made a motion to approve staff recommendation as presented and outlined in the memo and corresponding attachments. Judge Leifman seconded the motion. All members present approved the motion set forth unanimously.**

Ms. Mallette referred members and guests to the presentation provided in the meeting packet and provided background and unit status. We had 770 vouchers, we are searching for 43 household units, 13 units have been identified and 669 have been housed. Our lease-up percentage continues to rise: 93% in Miami-Dade, 94% in Hialeah lease-up, 73% in Miami Beach, and Homestead is at 73% lease-up. Vouchers do not roll over after September 2023 should a household exit after that time. We have weekly meetings with the housing authorities to move people through the process.

This is an information item.

**6) REPORTS**

**a) The MNetwork Report**

Sydne Vigille first stated that she hopes everyone enjoyed today's presentations. Each year we they partner with Project Upstart to encourage teachers to encourage students to participate in the contest. She then provided highlights of the written report provided in the meeting packet, including but not limited to, the following:

Social Media Outreach doing well on all platforms

Our current engagement is above 10% which is 4 to 5-percent better than the industry standard

Most Popular hits

Ms. Mallette's award ceremony at Chapman's Take a Walk in Her Shoes event

The opening of Mia Casa

Content created around a national study regarding loneliness

Created own content on social media and Homeless Trust site: two new blogs

Rudy Hernandez story: It is powerful and moving story. It also highlights the efforts of the Continuum of Care for those who have been diagnosed with HIV and AIDS

Landlord Outreach

Small digital ad on WPLG, Channel 10 using the support received from Senator Ana Mari Rodriguez

Campaign netted 2000 click-throughs and more than a dozen landlord leads

Media Relations

Coordinate and followed up with national media such as the Wall Street Journal and Primer Impacto

WSVN Senior Homelessness

Mia Casa

Video played

rds

(Judge Leifman left the meeting)

**b) Apple Tree Perspectives Report**

The report provided in the meeting packet for review. Any comments or questions may be directed to the Homeless Trust Office.

**c) Chapman Partnership Report**

Kavaja Sarduy provided updates on the operations and activities at the centers, including but not limited to, the following:

~ Client capacity is at 100% at both centers;

- ◆ 56% outplacement to permanent housing pathways; average length of stay is 125 days at both centers
- ◆ Only able to house eleven people: five (5) individuals and one (1) family
- ◆ Five-day vision clinic held last week through our partner Onesight Essilori Uxottica Foundation, which is committed to eradicating the global vision health care crisis.
  - Hosted at the North Center sponsored by Sunglass Hut; 28 people consisting of doctors, assistants, and lab technicians volunteered
  - Provided eye exams to over 700 people with 350 free eyeglass prescription to adults and children over five (5) years old

- ◆ Five-day vision clinic held last week through our partner Onesight Essilori Uxottica Foundation, which is committed to eradicating the global vision health care crisis.
  - Hosted at the North Center sponsored by Sunglass Hut; 28 people consisting of doctors, assistants, and lab technicians volunteered
  - Provided eye exams to over 700 people with 350 free eyeglass prescription to adults and children over five (5) years old
  - Realized the need for vision care; and that many people have existing conditions that affect their vision
  - The event was opened up to employees and their families and other CoC providers
  - It was very impactful for both the clients and the volunteers
  - Will continue to build partnerships to increase the well-being of our clients

**d) Economic Indicator Report**

Referring to the memo and attachments in the meeting packet, Ms. Mallette stated that we experienced a 7.47% increase in Food & Beverage Tax revenue in April 2023 as compared to the previous year, representing \$3,387,287.98, with a year-to-date collection of \$21,053,376.02. The national unemployment decreased in March to 3.5% from the previous month, the State remained flat at 2.6%; and Miami-Dade County also decreased to 1.9% in the month of March. According to U.S. Department of Labor Statistics, the total number of people unemployed in Miami-Dade County in December was 26,183. The Homeless Helpline received a total of 12,954 from November 2022 to January 2023; detailed information is provided in the utilization report in the memo attachment.

**e) Executive Director's Report**

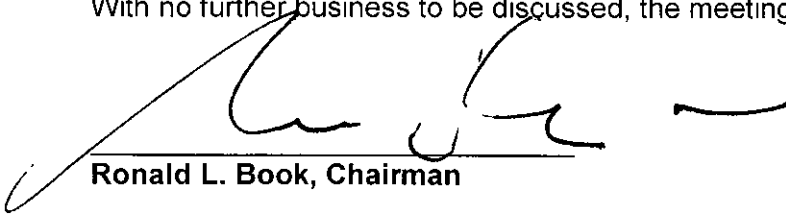
Ms. Mallette provided updates on Homeless Trust operations and activities as follows:

- Closed out a HUD OIG audit from 2017 with the Homeless Trust
  - For grants awarded in 2014; there were some findings in the report that involved monetary consequences
  - Following extensive deliberations with HUD \$98,433.00 had to be paid back for three (3) findings for two (2) different programs
    - \$81,654 for on the job training costs and \$1,023 for cell phone reimbursements not supported; this was a supportive services only program that no longer exists and we are no longer contracted with this well-regarded agency;
    - The Trust had documentation it believed supported the costs, however HUD maintained the documentation it was insufficient
    - \$15,756 related to a non-chronic individual, who was disabled and homeless, but did not meet chronic status at the time of referral and was placed in a unit dedicated to persons experiencing chronic homelessness
  - This audit was part of a routine assignment in accordance with HUD OIG annual audit plan
  - The agencies involved reimbursed the Trust for these findings and the Trust subsequently reimbursed US HUD, so there was no cost to the Trust.
  - Measures have been taken and documentation requirements continues to be reviewed to ensure the HUD criteria for documentation is met
- Legislative Priorities:
  - Camillus House Brother Bill program received \$562,000 in funding
  - Lazarus Project received \$175,000, which will help offset Food & Beverage costs
- Recurring funding was increased statewide to \$22 million
- Staffing grant increased to \$5.2 million which will increase the Trust's funding to \$174,000
- Challenge Grant increase from \$3.1M to more than \$15M; the Trust currently receives \$147,000 competitively which could make more funding available;
- New Rapid Rehousing funding totaling \$1,834,665 statewide; staff anticipates another statewide competition for this funding

**7) OTHER ITEMS**

Mr. Book provided a legislative update. In addition to the money received, he anticipates the Governor will sign the budget next. The Governor signed the Tax package today which contains the removal of the exemption for Miami Beach, Surfside and Bal Harbour subject to a referendum passing in all three (3) cities. Florida law requires it go to a general election in November of 2024. We want to place on the ballot now, November 24, 2023, to give people the opportunity to educate themselves. We will be working with all partners to raise enough resources to make sure item passes 50 plus 1; simple majority to place on the ballot and for it to pass.

With no further business to be discussed, the meeting was adjourned at approximately 2:39 p.m.



Ronald L. Book, Chairman

# ATTACHMENT 6





**Miami-Dade County Homeless Trust  
FY 2017-2018 State of the County Highlights  
(Category: Health and Human Services)**

**In June 2018, Miami-Dade County became one of only a handful of communities to Effectively End Veteran Homelessness, thanks to the hard work of the Miami-Dade County Homeless Trust, the Miami VA, and a network of committed partners and providers. U.S. Housing and Urban Development Secretary Ben Carson joined us in making this historic announcement. Today, unsheltered veterans make up less than 1-percent of the total homeless population. While we know we can never say that no veteran will ever become homeless again, we do have the infrastructure and systems in place to ensure homelessness for veterans is rare, brief and one-time.**

- 2014:	Sheltered: 175	Unsheltered: 142
- 2015:	Sheltered: 213	Unsheltered: 23
- 2016:	Sheltered: 126	Unsheltered: 31
- 2017:	Sheltered: 158	Unsheltered: 9
- 2018:	Sheltered: 111	Unsheltered: 9

**On the heels of Effectively Ending Veteran Homelessness, U.S. HUD invited our community to embark on a 100-Day Challenge to end youth homelessness. We were among only 5 communities selected nationwide (Sacramento, CA, Las Vegas, NV, Prince George's County, MD and Suburban Cook County, IL). We are focused on ensuring these young people are not relegated to a life in and out of systems, but quickly connected to the housing and supports they need to grow and thrive. Our 100-Day Challenge Commitments include:**

- 1) Ensuring every unaccompanied 14-24 year old who presents at one of the CoC's Access Points is off the street in 48 hours, and at least 67% exit crisis housing into safe, stable housing, and
- 2) At least 75% will be connected to training/education/employment and behavioral health services as needed. (Note: A partnership with CareerSource South Florida seeks to enroll/employ 100% of eligible young adults.)

Among our accomplishments designing a system that makes youth homelessness rare, brief and non-recurring:

- Finalization of a Comprehensive Plan to Prevent and End Youth Homelessness
- New dedicated emergency shelter beds funded through \$326,200 (\$171,600 for unaccompanied youth; \$154,600 for unaccompanied parenting youth) in Food & Beverage Tax proceeds to ensure no youth sleeps on our streets
- Youth By Name List case staffing to understand the unique needs of the estimated 140+ unaccompanied youth (under 25) in our system and move them to safe, stable housing
- Creation of Youth Access Points to ensure quick and easy access to the system
- Funding commitments from partners including Our Kids, the United Way and others
- Refinement of our iCount, an annual survey to better identify and understand the needs of unaccompanied youth

- Continued engagement of HUD-assisted property owners
- Participation in the national A Way Home America dashboard enabling us to publicly track and share with other communities our data and progress toward ending youth homelessness
- Creation of a System Map to better understand the movement of youth through the homeless system
- Continued engagement from more than 75+ youth partners under the umbrella of the Housing Our Miami-Dade Youth (HOMY) collective, including the participation of youth with lived experience in decision-making and system design
- Securing of 109 vouchers together with the Hialeah and Homestead Housing Authorities, and in partnership with the Department of Children and Families and Our Kids, to provide rental assistance and support services for youth and public child welfare involved households

**While we tackle ending youth homelessness, we must never forget those who are aging and ailing in our community – our seniors. Today, an estimated 700+ seniors (62+) are living homeless in Miami-Dade – not unstably housed, but homeless. They have fixed incomes, few to no supports, and are among our community’s most vulnerable. Over the past four years, we have seen the number of homeless seniors rise at an alarming rate and the problem isn’t going away. It’s getting worse. We are committed to identifying the resources to ensure suitable permanent housing for homeless seniors so they can live out their remaining years with dignity. We need to take care of those who took care of us, not passively watch as they languish in our shelters for days, months and sometime years. We must redouble our efforts to ensure this often unseen homeless sub-population is not forgotten. Only one thing can pull these seniors out of homelessness and that is housing, and it will be a top priority in this new year.**

### **HOMELESS AND ELDERLY (62+)**



**The Homeless Trust served as the host community for HUD’s first ever Southeast Regional Conference. Continuums of Care from Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, Puerto Rico and the U.S. Virgin Islands joined U.S. HUD leaders including the Region IV Administrator and the Director of the SNAPS office to share best practices and innovation. The Trust was asked to present on its work in effectively ending veteran homelessness and an innovative partnership with South Florida Behavioral Health Network, which is helping chronic substance users at risk of dying get off the streets -- for good.**

The Homeless Trust further increased its inventory of permanent housing for homeless households through creative partnerships.

- We expanded our Public Housing Pilot with Miami-Dade Public Housing and Community Development (PHCD) adding 20 units to the existing 25 for a total of 45 units. The Trust

rehabilitates units in need of major repairs in exchange for the opportunity to refer homeless households.

- We partnered with Miami-Dade and Hialeah Housing Authorities to secure 139 Mainstream Vouchers (89 PHCD, 50 Hialeah), and as a result, helped non-elderly disabled households exit homelessness.
- We partnered with Hialeah and Homestead Housing Authorities to secure an additional 109 Family Unification Program Vouchers (81 Hialeah/28 Homestead) to help child welfare involved youth and adults.
- The Trust reallocated funding from underspending and underperforming U.S. HUD projects to create 42 new units of Permanent Supportive Housing including:
  - Expansion of Royalton, a former historic downtown Miami hotel located at 131 SE 1<sup>st</sup> Street, which was previously renovated and restored into an affordable housing community. The funding extends supportive services to the existing 77 program participants, plus expands support services and housing for another 15 households using the Housing First model.
  - Permanent Supportive Housing for 27 homeless, disabled individuals without children in scattered-site housing through Camillus' Good Shepherd project.
- The Trust issued a competitive process awarding an additional \$900,000.00 in funding for Rapid Rehousing (RRH) to Chapman Partnership to serve an estimated 125 homeless households (105 families/20 individuals) with rental assistance and follow-up supportive services.
- The Trust finalized a Move-Up Pilot with the Housing Authority of the City of Miami Beach, securing 10 vouchers to move formerly homeless households who have stabilized out of service intensive Permanent Supportive Housing allowing for new long-time, chronically homeless persons to be housed. As part of the agreement, a Move-Up Assessment Tool was created for use across the CoC.
- The cities of Miami Gardens (\$45,000.00) and Hialeah (\$232,571.55) again committed to partner with the Trust and use State Housing Initiatives Partnership Program funds to provide rapid rehousing and prevention assistance for homeless and at-risk families.
- The Village of Surfside also provided the Trust with an unsolicited gift of \$50,000.00 to assist in our community's work to end homelessness.
- The Trust signed Memorandums of Understanding with a number of tax credit developers bringing new rental units online with special needs set-asides. Partnerships with Pinnacle, Gatehouse Group, Carrfour and Royal American have netted an additional 39 permanent housing units for homeless households.

The Homeless Trust was awarded \$30,682,032.00 in funding by the U.S. Department of Housing and Urban Development, including two (2) new projects creating 42 units of new Permanent Supportive Housing for chronically homeless individuals and families, plus rental assistance increases to continue to support program participants.

The Trust partnered with other community organization and agencies to deliver enhanced services to homeless households with an emphasis on unsheltered persons. Among those partnerships:

- A Marchman Act Pilot Program with South Florida Behavioral Health Network's Care Coordination Team and the City of Miami Beach Homeless Resource Officer Unit targeting chronic substance users likely to die on the streets, providing substance abuse treatment and housing.
- Retooling the Projects for Assistance in Transition (PATH) program, funded by the Substance Abuse and Mental Health Services Administration (SAMHSA), to better target unsheltered people with Serious Mental Illness (SMI) experiencing homelessness with mental health services through New Horizons Community Mental Health Center.
- Collaborating with the City of Miami Police Department and Jackson Behavioral Health on a Pre-Arrest Diversion Program targeting homeless opioid users facing arrest, facilitating access to treatment and housing.

- Providing an additional \$50,000.00 to further evolve the Camillus Day Center Program from one that is service focused to one that is more housing focused, offsetting the cost of a position facilitating rental subsidies for unsheltered persons who access meals, showers and mail services but not emergency shelter.
- Coordinating care, including housing, through the Trust's Homeless Management Information System (HMIS) for unsheltered persons served by Anthem, a large operator of Medicaid and Medicare health plans in Miami-Dade, for high utilizers of emergency health care services.
- Providers and partners serving unsheltered persons now collaborate bi-monthly at By-Name List meetings (case conferences) specifically targeting unsheltered single adults to break down barrier and expedite permanent housing placements.

The Trust also collaborated to better serve homeless families with minor children.

- An estimated 50 new joint project offering emergency shelter beds and rental assistance with support services for 28 households with minor children will come online in FY 2018-2019 through a new \$1,000,000.00 RFA funded through Food and Beverage Tax proceeds.
- The Executive Director of the Trust served as a national advisor for the Bezos' Day One Family Fund. The Day One Fund provided nearly \$100 million to 24 groups helping the homeless. Catholic Charities, serving Miami-Dade, Broward and Monroe Counties, received \$5 million to assist the Southeast Florida region with both shelter and RRH for families.
- Enhancements at Verde Gardens, 145 units of county-owned Permanent Supportive Housing, along with a 22-acre farm and farmer's market to include a new farm/farmer's market operator, Redland Ahead, Inc., improved lighting, new farm/farmer's market fencing, and a host of additional aesthetic and security upgrades.

Homelessness declined 8% as evidence by the annual Point in Time Count, including a reduction in the total number of homeless families and veterans. An analysis of the most recent System Performance Measure data (2016-2017) also shows year over year improvements in the length of time homeless; increases in employment and income for persons remaining in and exiting permanent housing; placements from street outreach into housing; retention in permanent housing; and significant reductions in first time homelessness.

In FY 2017-2018:

- 16,334 homeless adults and children were placed into emergency, transitional or permanent housing.
  - o 7,929 homeless adults and children were placed into emergency housing
  - o 329 homeless adults and children were placed into transitional housing
  - o 8,076 formerly homeless adults and children were placed into permanent housing
- 63,405 contacts were made by HT contracted outreach teams.

The Trust also worked on the following policy initiatives in 2018:

- Revision of the CoC Governance Charter to better align with U.S. HUD guidance on the administration of Emergency Solutions Grant programming
- Diversion Standards and Practices to better reconnect clients presenting for shelter to services which enable them to secure stable, permanent housing
- Streamlining of the list of required documentation for Permanent Supportive Housing and CoC Rapid Rehousing
- RentConnect Mitigation Fund Claims process to support the newly created Risk Mitigation Fund, part of an overall landlord engagement and retention strategy

- Revised Coordinated Entry Policies and Procedures incorporating Access Points particularly for unaccompanied homeless youth; a youth-targeted vulnerability assessment; diversion standards and training requirements; and the introduction of the new HUD DedicatedPLUS concept (for persons with long histories of homelessness and severe service needs who do not meet the chronic homeless definition)
- Revised Orders of Priority which dictate the order in which clients are referred to Permanent Supportive Housing, prioritizing unsheltered persons and incorporating DedicatedPLUS
- Revised Disability Verification Form removing language detailing a person's disability and reinforcing the responsibility of the disability-certifying licensed professional

The Trust restructured its committees in FY 2017-2018 joining the Housing and Services Development Committees and created a new Performance Evaluation Committee to reinforce the Trust's continuing emphasis on system and program performance and outcomes.

The Trust utilized the services of the Offices of Management and Budget Management Planning and Performance Analysis Division to analyze the provider payment process and improve the speed of reimbursement for housing and services. A number of recommended actions will be implemented in FY 2018-2019.

In November 2018, the Homeless Trust hosted a series of Homeless Awareness Day events, including partnering with Venture Café Miami to bring together community leaders and advocates for a discussion on innovative solutions to address the issues of housing and homelessness. A student rally was also held at St. Thomas University. More than 350 attendees participated in HAD activities, including 19 schools and 900 students.

More than 200 students participated in the Homeless Awareness Poster and Essay Contest in 2018, giving Miami-Dade County Public Schools students an opportunity to reflect on, and create awareness of, homeless issues.

The Trust showcased Miami-Dade County's Continuum of Care (CoC) to public sector and business leaders and elected officials across the nation interested in touring our programs, including most recently Puerto Rico, Las Vegas and Broward County.

Trust leadership and staff continued to enjoy membership on a number of boards in the region to better serve and advocate for homeless persons, including the Florida Coalition for the Homeless, Florida Housing Coalition, United Way's Mission United Housing Committee, Miami-Dade HIV/AIDS Partnership, Dade-Miami Criminal Justice Council, United Way's Emergency Food and Shelter Program, South Florida Behavioral Health Network, National Alliance to End Homelessness Leadership Council, Miami-Dade Opioid Addiction Task Force, and the Domestic Violence Oversight Board.

### **Domestic Violence Oversight Board**

- The Empowerment Center's permitting process is nearing completion, and the bidding process for construction of the new 60-bed Empowerment Center is underway with Internal Service Department staff vetting the contractors. The 26,657 square foot facility will include a labyrinth in the garden and inspirational three dimensional glass and metal words above the facility's reception area as part of the Art in Public Places Program. The new center will complement "The Lodge," a 50-bed shelter and the only private, not-for-profit certified domestic violence center in Miami-Dade County which has been in operation since 2004.
- 452 households were provided domestic violence emergency shelter beds, representing 16,929 shelter days. In addition, 738 alternative placements were provided when shelter beds were not available or not in the best interest of the household.

- Domestic violence outreach services were provided to 825 women, children and men who were not in shelter.
- 15 permanent housing placements
- Court advocacy to 115 households
- 248 injunctions for protections
- 3,404 domestic violence telephone counseling calls were handled. These include information and referral services, hotline calls and assistance in developing a safety plan.
- The Domestic Violence Housing and Technical Assistance Consortium provided valuable input, including results and recommendations following a local Safe Housing Survey. The Miami-Dade based stakeholder group, comprised of DVOB Board Members, OMB staff and other local representatives, will meet to discuss findings and prioritize next steps to improving housing and service delivery to survivors.

### **Goals for FY 2018-2019**

- 1) Increase the supply of Permanent Housing for homeless households, with a focus on seniors 62+
- 2) Improve year over year HUD System Performance Measures
- 3) Reduce referral to placement time for households referred to permanent housing





**FY 2018-19 State of the County Highlights  
(Category: Health and Human Services)**

In a community with more than 2.7 million people, the Homeless Trust's January 2019 Point-in-Time count revealed total homelessness is at *record lows* in Miami-Dade. Unsheltered homelessness was down 2% with 1,008 persons, and sheltered homelessness was down 1% with 2,464 persons, with a total census of 3,472.

In November 2019, as part of Homeless Awareness Day (HAD), the Homeless Trust celebrated the 25<sup>th</sup> Anniversary of the Food & Beverage Tax paying homage to local restaurateurs who have supported the work of preventing and ending homelessness. Former clients who moved from homelessness to self-sufficiency were showcased, one household for each year of the Trust's existence. The Continuum of Care has served more than 200,000 households since its creation in 1994. As a result of the Food & Beverage Tax, unsheltered homelessness in Miami-Dade County has gone from more than 8,000 people to just over 1,100. With leadership, dedicated funding and a plan, Miami-Dade's robust continuum of care is positioned to effectively end homelessness for all populations and meet future challenges.

HAD festivities also included a 1,000+ student rally/educational event at St. Thomas University. Trust ambassadors also fanned out to area schools thanking faculty and staff for contributions, including sock drives, canned food collections, toiletry collections, and other charitable drives in support of homeless households.

**System Performance**

The National Homeless Information Project (NHIP), a grassroots organization working to improve the collection of homeless services data, analyzed data from 364 Continuums of Care and determined Miami-Dade County ranked 5<sup>th</sup> in the nation in system performance in the large community category.

In FY 2018-2019, the Homeless Trust realized year over improvements in key system performance measures, including reduced returns to homelessness, reduced total homelessness, increases in employment and income growth for permanently housed households and reductions in first time homelessness.

In FY 2018-2019:

- 13,967 homeless adults and children were placed into emergency, transitional or permanent housing
  - o 5,710 homeless adults and children were placed into emergency housing
  - o 306 homeless adults and children were placed into transitional housing
  - o 7,951 formerly homeless adults and children were placed into permanent housing
- 61,877 contacts were made by HT contracted outreach teams

For the second year in a row, the Homeless Trust served as the host community for HUD's CoC Southeast Regional Conference. Continuums of Care from Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, Puerto Rico and the U.S. Virgin Islands joined U.S. HUD leaders, including the Region IV Administrator and the Director of the Special Needs Assistance Program office, to share best practices and innovations. The Trust was asked

to showcase the Food & Beverage Tax which is dedicated to combating homelessness and its work in preventing and ending youth homelessness. Miami-Dade's CoC was also asked to present nationally and statewide on its partnerships with all 4 of our community's Public Housing Agencies, including its Moving On strategy, The Lazarus Project Specialized Outreach, our work on ending youth homelessness and our CoC's implementation of Housing First principles.

### **Unaccompanied Youth**

The Miami-Dade Homeless Trust is one of 10 communities nationwide selected to participate in A Way Home America's Grand Challenge. The goal is to end homelessness for LGTBQ+ youth and youth of color, setting a path to end homelessness for all youth. The announcement comes on the heels of Miami-Dade's 100-Day Challenge which was designed to accelerate efforts in preventing and ending youth homelessness. In 100 days:

- 120 youth were off the street within 1 day of entry and placed in shelter; Youth Access Points and after-hours procedures were established to ensure timely placement
- 19 (or 68%) youth left shelter to safe, stable housing (reunited with family, transitional housing, rental)
- 52 youth connected to training, education, or employment with a commitment from CareerSource South Florida to train/employ 100% of unaccompanied youth
- 103 youth needing behavioral health services were connected to care

Among other accomplishments in serving unaccompanied youth:

- An MOU with Miami Job Corps, a no-cost education and career technical training program administered by the U.S. Department of Labor, is providing additional housing and employment opportunities for unaccompanied youth
- The Trust established the Youth Voice Advisory Council (YVAC) Sub-committee, made up of youth with lived experience. The YVAC is charged with shaping Miami-Dade's homeless system of care for youth ages 18-24.

### **Funding**

The Homeless Trust was awarded \$31,480,996 in funding by the U.S. Department of Housing and Urban Development, including three (3) new projects expected to serve 156 persons annually.

- Citrus Health Network's Youth Housing Program is expected to serve 70 unaccompanied homeless youth (18-24) with behavioral health needs, those aging out of foster care and LGTBQ+ youth. The project includes short-term transitional housing in shared apartments as well as and short- to medium-term rental assistance combined with support services, as these young adults transition to self-sufficiency.
- Camillus House's HUD Rapid Rehousing Program will provide rent and move-in assistance, together with support services, to serve 50 households annually.
- Douglas Gardens Moving Forward Rapid Rehousing Program will provide rental assistance with support services to an estimated 36 households annually.

As a result of a concerted effort and continued advocacy by the Homeless Trust, the three (3) communities currently exempt from the countywide Food & Beverage Tax made recurring commitments to support, prevent and end homelessness in Miami-Dade.

- Bal Harbour Village committed a recurring \$50K in its FY 19-20 budget to come from existing resort fees.
- The Town of Surfside recommitted \$50K in its FY 19-20 budget, following a \$50K contribution in FY 2018-2019. This commitment, combined with a new \$100,000 state grant, is providing permanent housing to severely mentally ill persons involved in the criminal justice system, offering them rental assistance with supportive services and/or Assisted Living Facilities as needed.



- The City of Miami Beach committed \$250K in FY 19-20, another \$250K in FY 20-21 with a future recommendation up to \$1.9 million, to serve both homeless households and survivors of domestic violence.

### Permanent Housing

The Homeless Trust increased its inventory of permanent housing for homeless and formerly homeless households in FY 2018-2019 through creative partnerships.

- A competitive Food & Beverage Tax solicitation for FY 19-20 in the amount of \$1.2 million will provide:
  - o Permanent Supportive Housing for 27 chronically homeless persons with disabilities, with an emphasis on unsheltered persons.
  - o Enhanced support services and security at Verde Gardens in Homestead, which is Homeless Trust-owned Permanent Supportive Housing for 145 disabled families with minor children. PHCD also provided 30 Project-Based Vouchers to assist with rental subsidies for these vulnerable households.
- 44 households in Permanent Supportive Housing (PSH) no longer in need of intensive supportive services were presented Move-Up opportunities and able to utilize a Mainstream Voucher provided by Miami-Dade Public Housing and Community Development (PHCD). Vacated units of PSH were backfilled with chronically homeless households based on length of time homeless and vulnerability. Another 10 PSH households Moved-Up through a Housing Choice Voucher (HCV) partnership with the Housing Authority of the City of Miami Beach. The Hialeah Housing Authority also amended its Administrative Plan to allow for referrals of another 10 formerly homeless households. The Trust's Move-Up work has received national attention with invitations to present at both homeless and affordable housing conferences.
- The Trust signed new referral agreements with a number of tax credit developers securing Extremely Low Income (ELI) rental units for special needs households. The following projects are now in the referral pipeline:
  - o Wagner Creek (HTG) – 4 (05/14/19)
  - o Silver Creek (Green Mills Group) – 8 (08 14 19)
  - o Northside Transit Village II (Atlantic Pacific) – 14 (08/29/19)
  - o Northside Transit Village IV (Atlantic Pacific) – 6 (01/28/19)
- The Trust expanded the Multifamily Homeless Preference with HUD-Assisted properties:
  - o Superior Manor – 5 (1 of 4) (10 29 19)
- Another 16 units are set aside for homeless households at Northside Commons, a Carrfour Supportive Housing tax credit development pending completion.
- The Trust worked with Citrus Health Network to obtain referral rights to several existing tax credit developments and will be designated to make referrals of homeless households as vacancies permit. The developments include:
  - o Esmeralda Bay – 5
  - o Metro South Senior – 5
  - o Mildred & Claude Pepper – 8
  - o Pearl – 5
- Lease-ups began at two new developments in FY 18-19 with the Trust making new referrals of homeless households to:
  - o Caribbean Village Apartments – 12 (September 2019)
  - o Regatta Place Apartment Homes – 6 (October 2019)
- Ten (10) units of housing will be conveyed to the Homeless Trust as part of partnership with AHS as part of its Village of Old Cutler LLC workforce housing proposal.
- Four of 10 referrals of homeless households are pending to Liberty Square Phase 1 as part of referral partnership between PHCD, the City of Miami and Urban Related. The remaining 6 referrals will coincide with future phases of Liberty Square.
- The cities of Miami Gardens and Hialeah committed a combined \$175,000 to partner with the Trust and use State Housing Initiatives Partnership Program funds to provide rapid rehousing and prevention assistance for homeless and at-risk families.

- The Trust continued its work to create and/or identify new Permanent Housing for challenging homeless sub-populations including homeless seniors on fixed income; families with minor children, many of which are large and income limited; unsheltered singles/couples resistant to housing and services; and sexual offenders and predators who are subject to residency restrictions.

### **Landlord Engagement and Retention**

- The Trust embarked on a digital re-targeting campaign, in partnership with Miami-Dade County Communications, to target ads to persons who visited the Trust's RentConnect website. The re-targeting campaign was designed to promote the expert matching program for owners/property managers and homeless households.
- The Trust participated in landlord/property manager engagement and retention events with area PHA's to solicit new landlord leads, continued its membership with the Southeast Florida Apartment Association and hosted an "idea hack," bringing together investors, landlord and tenants to brainstorm on how to enhance and improve partnerships.
- The Trust joined and participated in the Connect Capital Steering Committee, Pipeline Committee, Greater Miami Chamber of Commerce Housing Committee and Goals Conference to reinforce the importance of supportive housing as a part of affordable housing development.
- The Trust developed a Master Lease agreement to be marketed to investors willing to sub-lease to the Trust's non-profit permanent housing providers.

### **Crisis Housing**

The Homeless Trust committed \$1,000,000 in FY 19-20 and brought online an additional 50 Emergency Shelter beds together with rental assistance to assist approximately 28 homeless families with minor children.

The Homeless Trust worked to increase employment opportunities for homeless households by partnering with the Beacon Council's Miami Community Ventures Program and CareerSource South Florida. Through the Trust, homeless clients in the areas of Liberty City, Overtown and Goulds will be referred for full-time, living wage job opportunities. Additional employment opportunities for homeless/formerly homeless households were provided through non-profit Redland Ahead at Verde Gardens Farm/Market, which expanded farming operations.

### **Policy Development**

The Trust also worked on the following policy initiatives in 2019, including:

- Creation of Performance Evaluation Committee to further the use of data in CoC decision-making
- Merging of the Housing and Services Development Committees
- 2019 Racial Disparities Assessment and Action Steps
- Updates to the Miami-Dade County Community Homeless Plan: Priority Home
- Creation of Homeless Prevention Standards of Care
- Revised Coordinated Entry Policies and Procedures
- Development of Rental Assistance Policies and Procedures for Permanent Supportive Housing Tenant-Based Rental Assistance
- MOU with the Miami-Dade County State Attorney's Office to better serve survivors of human trafficking.
- Creation of a Census 2020 CoC Working Group

### **Training**

The Trust hosted and/or led a number of training opportunities for CoC providers including:

- Rapid Resolution (Diversion)

- Department of Children and Families Hotline (reporting suspected abuse/neglect)
- Housing First Training for Executives
- Serving Victims of Human Trafficking
- Head Start/Early Head Start Training
- Family Unification Program Training
- 

### **Technology**

U.S. HUD has selected the Homeless Trust to lead work on data warehousing, that is, collaboration with other data systems that regularly engage homeless persons, including law enforcement, healthcare providers and other stakeholders. The goal is to establish standards and policies to improve collaboration, identify emerging needs and better serve homeless households.

The Trust also invested in a Virtual Case Management Pilot Program using mobile technology to provide case management remotely to formerly homeless households ensuring their continued housing stability. The technology will enable follow-up case managers to provide a combination of in-person and virtual interactions, decreasing expenses and liability related to travel (mileage, gas, vehicle maintenance, insurance) and to “meet” clients where they are at a time convenient to their them.

Radio Frequency Identification (RFID) technology was also deployed at Chapman Partnership, the Trust’s private-sector partner (and the largest provider of shelter services in Miami-Dade County). The technology will assist Chapman in better understanding when and how often clients avail themselves of on-site services (meals, medical and behavior health care services, employment and housing navigation services and case management) and ensure the safety of all clients by creating zones for singles, couples and families who are sheltered separately on campus but share the same campus and common areas. The investment is part of a larger youth protection plan designed to ensure the safety of all persons who enter Chapman’s doors, particularly minor children.

### **Outreach and Engagement**

Trust leadership was invited to join the Dade-Miami Criminal Justice Council, Florida Housing Coalition and Census 2020 Task Force, Working Group and Speaker’s Bureau. Other Boards which include Trust leadership representation include:

- National Alliance to End Homelessness Leadership Council
- Florida Coalition to End Homelessness
- Thriving Mind South Florida (formerly South Florida Behavioral Health Network)
- Miami-Dade HIV/AIDS Partnership
- United Way’s Emergency Food & Shelter Program Board

More than 200 students participated in the Homeless Awareness Poster and Essay Contest in 2019, giving Miami-Dade County Public Schools students an opportunity to reflect on and create awareness of homeless issues. Sixteen-year-old Elettia Addison-Phelps won the essay contest in the “lived experience” category and went on to create a non-profit organization called Beauty Beyond the Streets, collecting and distributing personal hygiene and beauty products for homeless women. Her efforts were featured on a local television broadcast.

The Trust activated emergency weather procedures in response to the threat of Hurricane Dorian, providing shelter to more than 200 unsheltered persons in the days leading up to the storm’s approach. The Trust also worked in partnership with the Miami-Dade Health Department to stem Hepatitis A outbreaks among vulnerable homeless populations in response to a statewide health emergency declaration in August 2019.

## **Domestic Violence Oversight Board**

- A contractor has been selected for the construction of the Empowerment Center, and the pre-construction meeting has taken place with all parties involved. The Notice to Proceed on construction is expected in early November. The contractor will have 365 days from the date of the Notice to Proceed to complete construction. As part of the Art in Public Places Program, the 26,657 square foot facility will include a labyrinth in the garden and inspirational three-dimensional glass and metal words above the facility's reception area. The new center will complement "The Lodge," a 50-bed shelter in operation since 2004 and the only private, not-for-profit certified domestic violence center in Miami-Dade County constructed with the Domestic Violence portion of Food & Beverage Tax proceeds.
- The Domestic Violence Housing and Technical Assistance Consortium has agreed to facilitate a 1 ½ day meeting in early 2020 between domestic violence and homeless leadership in an effort to identify how the systems can better collaborate, including cross training, maximizing resources, and prioritizing next steps towards improving housing and service delivery to survivors.
- The Domestic Violence Oversight Board (DVOB) provided its Annual Report and Amendments to the Board of County Commissioners (BCC). The report was presented by the DVOB Board Chair to the full BCC and was approved in June 2019 with a series of recommendations that includes the commission of a comprehensive Intimate Partner Study in Miami- Dade County, expediting the construction of the Empowerment Center, authorizing the DVOB to advocate participation of the Beach Municipalities in the Food & Beverage Tax and include this as a priority in the Miami-Dade County Legislative Package for FY 18-19. In addition, the DVOB Gaps and Needs Analysis Workgroup is finalizing its report with recommendations to be presented to the full DVOB for adoption. This report, its findings and recommendations will be incorporated in the DVOB's Annual Report to the BCC.
- As a result of the DVOB's work and participation, there were 8 legislative actions adopted by the BCC related to domestic violence and priorities identified by the DVOB.
- As a result of the DVOB's efforts in conjunction with the Homeless Trust, funding for FY 18-19 in the amount of \$125,000 has been approved by the City of Miami Beach for domestic violence services.
- Victims Response, Inc (VRI). provided emergency shelter to a total of 462 survivors of domestic violence and their dependents. Of those, 225 were children under the age of eighteen. There was a total of 198 child assessments completed. One hundred thirty-eight (138) women and 2 children were provided with court advocacy, and a total of 203 women and 3 men were represented in court by our Injunction for Protection Unit attorneys in order to assist them in securing a restraining order.
- VRI advocates provided telephone counseling to a total of 1,900 survivors, some of whom may have called The Lodge on more than one occasion. A total of 10,303 counseling hours were provided to survivors of domestic violence. These include telephone and face to face contact.
- VRI completed a total of 5,430 safety plans and responded to 2,600 hotline calls. There were also 3,800 calls seeking information and referral.
- A total of 30 children were placed in/provided day care services with a community provider.
- A total of 533 women were provided services via our outreach efforts. Six (6) women and 14 children were placed in a transitional housing program. Eight (8) survivors (4 children and 4 women) were housed in a hotel due to the shelter being at capacity. There were also 283 survivors and their dependents who were either referred to a sister shelter, housed by a relative, or given shelter at Lotus House due to The Lodge being at capacity. The Lodge provided a total of 17,308 shelter nights.
- The Lodge provides its own camp for children of survivors in emergency shelter and those living out in the community. Camp Purple Moose provided services to a total of 353 children. These services include Yoga classes, family night, outings, art classes, movie days, and holiday events.

- VRI provided a total of 24 hours of community education reaching a total of 296 individuals and 48 hours of professional training to 414 individuals.

#### **Goals for FY 2019-2020**

- 4) Increase the supply of Permanent and Supportive Housing for homeless sub-populations, with a focus on seniors 55+, families with minor children, singles, adults/couples and sexual offenders and predators
- 5) Target strategies to further reduce homeless among unsheltered single adults, particularly in the cities of Miami and Miami Beach
- 6) Further develop Moving-On strategies to exit stable clients from Permanent Supportive Housing into affordable housing
- 7) Improve year-over-year HUD System Performance Measures



**FY 2019-2020 State of the County Highlights  
(Category: Health and Human Services)**

**COVID-19**

The Homeless Trust continues to rapidly develop and implement an emergency infrastructure to protect persons experiencing homelessness from COVID-19. Among the measures taken to keep safe our community's most vulnerable residents:

- Established robust testing and tracking protocols administering more than 12,000 PCR tests to sheltered and unsheltered individuals, as well as frontline staff. The positivity rate for the homeless continuum is less than 2%, well below the countywide average.
- Promoted and implemented strict cleaning, disinfection, social distancing and education measures across all homeless Continuum of Care facilities.
- Stood up five non-congregate sheltering sites, including a site dedicated to homeless seniors 65+, to keep individuals and families unable to self-isolate or self-quarantine safe. More than 2,800 persons have been served to date.

*An early pandemic-related partnership with the Dunns Josephine Hotel, an all women, black owned boutique hotel in Overtown, resulted in national recognition for owner Kristin Kitchen. She received the 2020 TripSavvy Editors' Choice Award in the Community Leaders category.*

- Prioritized those most at risk for severe illness with more than 400 persons experiencing homelessness referred to permanent housing.
- Continue to target households facing eviction and most at risk of homelessness for rental assistance resources while also working with community partners to help the thousands of Miami-Dade residents facing eviction. A multi-channel educational campaign, including direct mail, bus posters, rail clocks, social media ads and 311 hold messaging was launched with information on available resources. Additionally, the Trust updated two Resources Directories, one specifically for unaccompanied youth and another for other households experiencing homelessness.
- Launched a fundraising campaign with help from the Miami Foundation to secure new facilities to expand permanent housing capacity with a focus on senior citizens and unsheltered single adults. Providing housing options for extremely low-income individuals faced with homelessness is key to fending off the looming eviction crisis.

• **Project Silver – New Permanent Housing for Seniors Experiencing Homelessness**

As part of the COVID-19 pandemic response, the Homeless Trust has leased a property in North Miami to provide crisis housing to homeless seniors ages 65+. The 67-room facility, recently rehabbed and initially intended to be used as an Assisted Living Facility, can house up to 130 individuals. The Trust is seeking to buy this facility. Purchase of the facility will enable the Homeless Trust to continue quarantining and isolating seniors at high risk for severe illness from the virus. Even prior to the pandemic, securing a facility to permanently house the increasing number of seniors who find themselves homeless in their later years without the resources to afford housing on their own in the Miami-Dade market was a priority. Homeless seniors are among Miami-Dade's fastest growing homeless sub-population.

- **New Permanent Housing for Unsheltered Single Adults**

The Homeless Trust is also seeking to repurpose a 112-bed facility owned by Miami-Dade County to provide needed housing to unsheltered single adults suffering from serious mental illness, substance abuse and other disorders. The property is on former federal surplus land located in southwest Miami-Dade. It is currently vacant and in good condition, but also in need of renovations. The federal government has given the county permission to use this property for a period of 12 months commencing in May 2020 for emergency response purposes related to COVID-19. The need for a specialized facility such as this existed prior to COVID-19 but is more urgent than ever as inflow into the homeless system is expected to increase dramatically in the coming months as a result of the pandemic.

The Trust also partnered with a number of organizations in the community to protect and serve persons experiencing homelessness during the pandemic.

- Walgreens pharmacists partnered with the Trust to provide more than 565 flu shots to sheltered and unsheltered persons experiencing homelessness. The goal was to not only protect already vulnerable persons from influenza but eliminate the confusion that comes from two viruses with similar symptoms and guard against a dual diagnosis of both the flu and COVID-19.
- Global Perishable Services (GPS) partnered with the Trust to provide more than 13,080 20-pound produce boxes to shelters and project-based permanent housing programs supported by the Trust
- Telehealth services were provided by FIU's College of Medicine in coordination with the Florida Department of Health, providing symptom monitoring, wellness checks, referral for off-site facility-based medical care and quarantine and isolation medical clearance.
- A drive-through donation site in partnership with the United Way netted essential supplies to create more than 1,000 care packages delivered to persons experiencing homelessness.
- A face mask donation campaign in partnership with the Miami-Dade Public Library System resulted in an estimated 10,000 donated masks and face coverings. Partners included the Miami City Ballet, Rotary Club of Doral, Rotary Club of Doral's Ronald Reagan High Interact Club, Rotary Club of Fort Lauderdale, Club Rotario de Coral Gables Latinoamerica, Rotary Club of Weston, Familias Unidas International, Inc., The Rotary Foundation, Steve Lantz and others.
- Donations of other essential items including hand sanitizer, safety/hygiene kits, meals and furniture donations were also received including items from Jake's Bakes, Deloitte Consulting LLP, Robert Sharp Towers, Kim's Valet Cleaner, Downtown Development Authority, Repair the World, Roger Posey with Creighton Development, Alex Lazwick with KEITH, Steve Ferrell with Feed my Sheep Homeless Ministry, Allapattah Collaborative, The Children's Trust, Dade County Alumnae Chapter Delta Sigma Theta Sorority, and others.
- CNN, Forbes Magazine and the Associated Press were just some of the publications recognizing the activities of the Trust as a leader in COVID-19 preparedness and response on behalf of persons experiencing homelessness. During the pandemic, the Trust also tripled its social media audience. Support was also provided to our provider network through the handling of media inquiries related to our activities.

### **New Crisis Housing for Survivors of Domestic Violence**

As a result of the pandemic, domestic violence cases have spiked, but an expansion of crisis housing is on the horizon for those who have made the decision to flee their abusers. A new, 60 bed shelter dedicated to survivors of domestic violence will come online in the coming months. Under the leadership of Commissioner Rebeca Sosa, it is a partnership between the Domestic Violence Oversight Board, Miami-Dade Community Action and Human Services Department and the Homeless Trust. The long-awaited, state-of-the-art facility, dubbed the Empowerment Center,

includes a labyrinth garden allowing women a special place for personal renewal. Together with new rental assistance resources dedicated to survivors of domestic violence provided through the Homeless Trust, survivors and their children have more options with which to regroup and re-establish their lives free from violence. The Empowerment Center project is on budget.

### **Hepatitis A**

Prior to the pandemic, the Trust and its provider network aggressively tackled the Hepatitis A health emergency declared by the State of Florida in August 2019, partnering with the Florida Department of Health in Miami-Dade and the Health Foundation of South Florida. Educational signage and videos were shared and incentives provided to convince persons experiencing homelessness to receive the vaccine. More than 1,900 vaccinations were administered.

### **Emergency Weather Events**

The Trust activated emergency weather procedures in response to emergency weather events, including 6 cold weather events. A total of 445 clients were placed.

### **Funding**

The Homeless Trust was awarded \$31.5 million in funding by the U.S. Department of Housing and Urban Development which renewed 43 projects and funded two new projects which are expected to serve an additional 71 homeless and disabled households.

- Carrfour Supportive Housing’s Community Connections will provide housing and intensive supportive services for 26 highly vulnerable, disabled individuals.
- Citrus Health Network’s Montega will provide housing and intensive supportive services to another 45 households.
- Chapman Partnership, the Trust’s private sector partner, donated \$200,000 in privately raised funding to the Homeless Trust to enhance housing programs and services and fill gaps. During its 25-year history, more than \$6.4 million has been contributed.

The Trust leveraged \$225,000 in funding from the Cities of Miami Beach, Surfside and Bal Harbour with Food & Beverage Tax and U.S. HUD funding to provide Rapid Rehousing to provide rental assistance and case management to persons experiencing homeless.

*As a result of the pandemic and subsequent Emergency Orders and Safer at Home protocols, the Trust continues to suffer dramatic declines in revenues generated through the Food & Beverage (F&B) Tax. This 1% tax added to the consumer receipts in restaurants with gross revenues over \$400,000 per year and have a liquor license is the backbone of homeless housing and services in Miami-Dade County, and helps further leverage state and federal funding to assist persons experiencing homelessness. In FY 2019-2020, revenues were down nearly 26% year-over-year. Between October and December of 2020, revenues declined by nearly 30% year-over-year. Strategic reductions, including the near depletion of reserves, helped close a \$7.1M gap in FY 2019-2020 and balance the current year budget while maintaining service levels.*

### **Outreach**

The Trust created a new Access Point for unsheltered persons at the Downtown Miami Public Library in partnership with the Miami-Dade Public Library System and social work interns connected with the Southeast Florida Library Information Network (SEFLIN). The partnership follows a 10-week pilot program which embraced a “Whole Person Librarianship” approach targeted toward underserved persons, including persons experiencing homelessness.

### **Emergency Shelter**

The Trust benefitted from Super Bowl LV with the NFL and Super Bowl Host Committee donating \$100,000 to the Homeless Trust which was used to expand emergency shelter bed capacity.



## **Permanent Housing**

### **Public Housing Agencies**

The Homeless Trust further increased its inventory of permanent housing for homeless and formerly homeless households in FY 2019-2020 through creative partnerships.

- Miami-Dade Housing Public and Community Development set aside 50% of the Mainstream Voucher allocation to the Trust with 173 new vouchers provided in FY 2019-2020, for a total of 217 vouchers. The Trust also continues to benefit from a separate allocation of 120 Section 8 vouchers which prioritize veterans.
- The City of Miami set aside 30 newly awarded Mainstream Vouchers for disabled households 18-61 for referral by the Trust, prioritizing a Move-Up strategy for Miami residents, and later increased its allocation to 70 vouchers.
- Carrfour Supportive Housing set aside 50 Mainstream Vouchers for disabled households 18-61 for referral by the Trust.
- The Housing Authority of the City of Miami Beach applied for and was awarded 75 Mainstream vouchers (January 2021) with referrals to be made by the Trust prioritizing Miami Beach residents. This award followed a successful partnership with 10 Section 8 vouchers that served as a Move-Up Pilot for the entire CoC.
- The Hialeah Housing Authority (HHA) increased its Section 8 voucher allocation to the Trust from 75 to 100. HHA also prioritized homeless and formerly homeless clients for its Mainstream Voucher allocations.
- The Homestead Housing Authority provided an additional 14 Section 8 vouchers to the Homeless Trust, on top of the 8 previously committed for a total of 22 vouchers.
- The Trust expanded its successful Family Unification Program (FUP) partnership with the Department of Children and Families (DCF), Citrus Health Network and the Hialeah Housing Authority and Homestead Housing Authorities, adding 37 FUP vouchers to the original 81 voucher allocation in Hialeah for a total of 118 vouchers, and 33 vouchers to the original 28 voucher allocation in Homestead for a total of 61. Vouchers prioritize youth 18-24 and child welfare involved families.
- Up to 25 Foster Youth Independence Vouchers were secured as part of a partnership between DCF, Citrus Health Network, Hialeah Housing Authority and the Trust for foster care involved youth. The Trust sits on the review committee for referrals for both FYI and FUP, prioritizing homeless youth.

<b>PHA</b>	<b>Section 8</b>	<b>Mainstream</b>	<b>FUP</b>	<b>FYI</b>	<b>Public Housing</b>
Miami-Dade	120	173			45
Hialeah	100		118	25	
Miami Beach	10	75			
Homestead	22		61		
Miami		70			
Carrfour		50			
<b>Total</b>	<b>252</b>	<b>368</b>	<b>179</b>	<b>25</b>	<b>45</b>

### **Extremely Low Income Housing**

The Trust signed new referral agreements with tax credit developers securing Extremely Low Income (ELI) rental units for special needs households. The following projects are now in the referral pipeline:

Property Name	ELI Set-Asides	MOU Execution Date
Pearl	5	11 05 19
Esmeralda Bay	5	11 05 19
Northside Transit Village III	15	05 22 20
Citadelle Village	5	06 08 20
Sunset Pointe II	8	09 14 20
Water's Edge	10	10 23 20
Liberty Square Phase IV	9	11 12 20
Brisas Del Rio	9	01 27 20
<b>TOTAL</b>	<b>66</b>	

### **Verde Gardens**

Non-profit provider Camillus House assumed operations of Verde Gardens, the Trust-owned property which provides Permanent Supportive Housing for 145 disabled families with minor children experiencing homelessness. Camillus House operates the housing component of Verde Gardens, while non-profit Redland Ahead operates the adjacent organic farm and farmer's market for the benefit of homeless persons. The property was developed by Carrfour Supportive Housing and has been recognized nationally.

### **Coalition Lift**

Final evaluation results are in on a three-year statewide initiative, funded in part through the Homeless Trust, to demonstrate the positive impact of supportive housing for high need/high cost chronically homeless adults. Coalition Lift, developed and managed by Carrfour Supportive Housing, provides both project-based and scattered site housing with intensive support services. Initial referrals to the project included Miami-Dade's most vulnerable, long-time homeless adults who have also intersected with the Miami-Dade criminal justice system, public hospital system and behavioral health system. A two-year evaluation of the program conducted by the University of South Florida analyzed pre and post housing costs and found:

Our largest findings were found in cost savings to:

- Physical Health Costs: 2 years prior to admission costs \$1,513,335 for the participants to 2 years post participation in the study, \$528, 402 creating a reduction of 65%
- Mental Health Costs: 2 year prior \$172,991 for participants to 2 years post participation \$528,402, creating a reduction of 67%
- Jail Costs – down 21%
- Income (pre to post study) was up 57%

Cost of housing for this high need/high population is approximately \$18,168.88 per person. High utilization of the public hospital system by persons experiencing homelessness has cost taxpayers an estimated \$16 million over the past two years.

### **State Housing Initiatives Partnership (SHIP) Program**

The cities of Miami Gardens and Hialeah committed a combined \$175,000.00 to partner with the Trust and use State Housing Initiatives Partnership Program funds to provide rapid rehousing and prevention assistance for homeless and at-risk households.

### **System Performance**

The National Homeless Information Project (NHIP), a grassroots organization working to improve the collection of homeless services data, analyzed data from Continuums of Care across the nation and determined Miami-Dade County ranked 4<sup>th</sup> in the nation in system performance in the large community category.

In FY 2019-2020, the Homeless Trust continued to perform well with key system performance measures keeping steady length of time homeless, increasing successful placement into permanent housing, and reducing returns to homelessness.

In FY 2019-2020:

- 13,303 homeless adults and children were placed into emergency, transitional or permanent housing
  - 4,806 homeless adults and children were placed into emergency housing
  - 413 homeless adults were placed into transitional housing
  - 8,084 formerly homeless adults and children were placed into permanent housing
- 56,158 contacts were made by HT contracted outreach teams

### **Racial Disparities**

The Homeless Trust is leading efforts to eliminate race as a social determinate of homelessness. Minority groups, particularly persons of color, make up a disproportionate share of the homeless population. In Miami-Dade, persons who are black make up 18% of Miami-Dade's general population yet represent 57% of all persons experiencing homelessness in our community.

The Trust is working to ensure black persons and persons with lived experience are part of planning and decision-making. Policies are being reviewed and amended to promote equitable access and prioritize persons of color who are disproportionately impacted by homelessness. These are initial steps designed to help determine the root causes of homelessness, help inform other systems and identify further action steps to tackle the disparate experience of homelessness.

### **Policy Development**

In an effort to improve housing and service delivery, the Trust also developed or revised the following policies in 2019, including:

- Continuum of Care (CoC) Systemwide Housing First Framework
- Coordinated Entry Policies and Procedures
- Orders of Priority for Permanent Housing
- Homeless Prevention Standards of Care
- Homeless Prevention Common Assessment Tool
- Rapid Rehousing standards of Care
- Affordable Housing Assessment
- Permanent Supportive Housing Move Up Assessment
- Waiver for Permanent Housing Priority

### **Technology**

- To streamline the referral process, the Trust automated its prioritization process for Move-Up candidates and is implementing a similar system when referring persons experiencing homelessness to affordable housing.
- A document readiness module was created which allows providers to upload required documentation for referral to permanent housing and indicate when a client is document ready for referral.
- The contracting and reimbursement process was streamlined to allow providers to electronically upload documentation necessary for review and reimbursements by the Trust.
- The Trust obtained and made use of a new visual analytics platform to better present and interpret data, and ultimately, problem solve.

- The Trust website was refreshed and relaunched in November to coincide with an education outreach and branding campaign that leveraged relationships with chambers, minority organizations and news media.

### **Training**

The Trust hosted and/or led a number of training opportunities for CoC providers including:

- Homeless/Eviction Prevention Training with Legal Services of Greater Miami
- U.S. HUD CARES Waiver
- Homeless Outreach Training
- Access Point Training
- Homeless Management Information System (HMIS) Training

### **Professional Growth**

Homeless Trust leadership continued to participate on numerous boards and embrace initiatives, including:

- National Alliance to End Homelessness Leadership Council
- Florida Housing Coalition
- Dade-Miami Criminal Justice Council
- Florida Coalition to End Homelessness
- Thriving Mind South Florida (formerly South Florida Behavioral Health Network)
- Miami-Dade HIV/AIDS Partnership
- United Way's Emergency Food & Shelter Program Board
- Advancing Pretrial Policy & Research (APPR) Learning Sites Pilot Project
- Greater Miami Housing Alliance Eviction Task Force
- Miami-Dade Chamber of Commerce



**FY 2020-2021 State of the County Highlights  
(Category: Health and Human Services)**

**COVID-19 Emergency Response**

The Homeless Trust mobilized resources to create an emergency infrastructure to prevent, protect and respond to persons experiencing homelessness during the coronavirus pandemic. In response to COVID-19, the Homeless Trust has:

- Established robust testing and tracing protocols administering more than 24,000 PCR tests to sheltered and unsheltered individuals, as well as frontline staff. The positivity rate for the homeless continuum remains less than below the countywide average.
- Promoted and implemented strict cleaning, disinfection, social distancing and education measures across all homeless Continuum of Care facilities.
- Stood up and then scaled down five (5) non-congregate sheltering sites, including a site dedicated to homeless seniors 65+ to keep individuals and families unable to self-isolate or self-quarantine safe. More than 6,500 persons have been served at quarantine/isolation sites.
- Facilitated vaccinations for more than 2,500 unsheltered, sheltered and formerly homeless households. Provided incentives and identified vaccine ambassadors to promote vaccinations.
- Scaled up Homeless Prevention staffing with more than 36,700 calls received in Fiscal Year 2021 (96,349 total calls to the Homeless Help Line); proactively mailed homeless prevention postcards to more than 16,000 households with action steps to prevent eviction/homelessness; co-developed [www.stopevictionnow.org](http://www.stopevictionnow.org) for online rental assistance and developed a brochure for the Miami-Dade Police Department as a leave behind with options for clients on where to seek help; and coordinated with the county's Emergency Rental Assistance Program (ERAP), Eviction Task Force and Sheriff's Office to triage households facing eviction.
- Entered into Memorandums of Agreement with four (4) public housing agencies to refer homeless and formerly homeless persons to at least 770 new Emergency Housing Vouchers.
- Secured \$5 million in HOME funding to help purchase new facilities to expand permanent housing capacity for individuals experiencing homelessness with a focus on senior citizens and unsheltered single adults. The Homeless Trust is also fundraising in partnership with the Miami Foundation to meet capital and operating goals.

- **Project Silver – New Permanent Housing for Seniors Experiencing Homelessness**

Mia Casa, a 67-room facility in North Miami, recently rehabbed and initially intended to be used as an Assisted Living Facility, is anticipated to serve as bridge permanent housing for homeless seniors 65+. The property, which the Homeless Trust is seeking to acquire, can serve up to 115 individuals. Homeless seniors are among Miami-Dade's fastest growing homeless sub-population, with 1 in 4 persons entering the Continuum of Care 60+.

- **New Permanent Housing for Unsheltered Single Adults**

Work is underway to remove a deed restriction of a 112-bed facility owned by Miami-Dade County to provide needed specialized housing for unsheltered single adults suffering from serious mental illness, substance abuse and other disorders. The

property, on former federal surplus land located in west Miami-Dade, is included as part of the Homeless Trust's unfunded capital needs.

- **Hotels to Housing**

The Homeless Trust is also working to identify additional properties, including hotels, to expand housing capacity for persons experiencing homelessness and with American Rescue Plan Entitlement Jurisdictions (Miami-Dade, Miami, Miami Beach) as well as the State of Florida to leverage funding.

### **Unsafe Structures**

The Surfside condominium collapse prompted unsafe structure reviews across Miami-Dade County that resulted in the immediate closure of several multifamily buildings. Since July 2, 2021, the Homeless Trust has assisted with six (6) multifamily buildings deemed unsafe with immediate evacuation orders for a total of 369 units. The Homeless Trust assessed 173 households and was able to quickly provide emergency placement and relocation assistance, as well as meals, case management and mental health counseling for households in need. More closures are anticipated.

### **Food and Beverage Penny Program Expansion**

With all precincts reporting, more than 53% of Miami Beach voters indicated they support participation in the Homeless Trust's penny program. The results of a non-binding straw ballot will serve to encourage elected officials in Miami Beach, Surfside and Bal Harbour to support resolutions urging a state legislative amendment to remove the exemption of these three communities in Food and Beverage Tax collections which assist persons experiencing and at-risk of homelessness and the construction and operation of domestic violence centers.

### **Other Permanent Housing**

- The City of Miami expanded its Mainstream Voucher allocation with the Homeless Trust from 30 vouchers to 70 vouchers.
- The Housing Authority of the City of Miami Beach set aside 25 vouchers for the Homeless Trust to expand permanent supportive housing.
- Lease-up began at two (2) new affordable housing tax credit projects with special needs set-asides for persons experiencing homelessness:
  - Cannery Row at Redlands Crossing  
14380 SW 143rd Avenue, Naranja  
6 units
  - Sunset Pointe  
1156 NW 79 Street, Miami  
14 units

Two (2) still-to-be-developed affordable housing tax credit projects have signed referral agreements with the Homeless Trust:

- Superior Manor II, 2349 N.W. 51st Street, Miami – 4 units
- Liberty Square IV, 1310 NW 67th St, Miami, FL 33147 – 14 units

Florida Housing Finance Corporation also awarded a new homeless housing project to Blue Sky/CASL. Alto Tower is expected to add 42 units of housing for persons experiencing homelessness with referrals being made by the Continuum of Care. Alto Tower will be located at NW 36 Street and 22nd Court in Miami.

PHA	Section 8	Mainstream	EHV	FUP	FYI	Public Housing
Miami-Dade	120	173	481			45
Hialeah	100		150	118	25	
Miami Beach	35	75	88			
Homestead	22		51	61		
Miami		70				
Carrfour		50				
<b>Total</b>	<b>252</b>	<b>368</b>	<b>770</b>	<b>179</b>	<b>25</b>	<b>45</b>

## Funding

- The Homeless Trust was awarded \$35,333,463 in renewal funding by the U.S. Department of Housing and Urban Development which renewed 52 projects, including a planning grant.
- The Homeless Trust secured \$175,000 in funding from the Cities of Miami Beach and Bal Harbour for Fiscal Year 2021-2022 to provide housing and services to persons experiencing homelessness.
- Specialized bridge permanent housing for persons experiencing homelessness was implemented in Fiscal Year 2021 thanks to a \$562,000 special appropriation from the state legislature. This bridge housing provides quick, semi-private placement options for hard to place individuals with severe mental illness and/or substance abuse disorders who are coming directly from the streets and would not do well in traditional emergency shelters.
- Partnered with the Miami Foundation to create the Ending Homelessness Fund and participated in Give Miami Day. More than \$70,000 was raised to date.

## System Performance

The January 21, 2021 homeless census showed a decrease in both sheltered and unsheltered persons with an overall 9% reduction in total homelessness. Unsheltered homeless alone was down 13% with reductions in all geographic areas. This represents the lowest unsheltered count since 2014 and the lowest total homeless count (sheltered/unsheltered) in history with 3,224 (2,332 sheltered/892 unsheltered).

<b>UNSHELTERED HOMELESS COUNT</b>	<b># ON 1/23/20</b>	<b># ON 1/21/21</b>	<b>Difference +/-</b>	<b>%</b>
<b>City of Miami-City of Miami, City Limits</b>	654	555	-99	-15%
<b>City of Miami Beach- Miami Beach</b>	123	101	-22	-18%
<b>Miami-Dade County-South Dade, South of Kendall Drive to Monroe County Line</b>	94	66	-28	-30%
<b>Miami-Dade County-Unincorporated Miami-Dade County, North of Kendall Drive to Broward County Line</b>	149	170	21	14%
<b>Subtotal- # of UNSHELTERED Homeless:</b>	<b>1020</b>	<b>892</b>	<b>-128</b>	<b>-13%</b>

Efforts are underway to utilize geographic information system software and mapping and spatial analytics software, ESRI, for future census counts.

The Homeless Trust revised and enhanced its monitoring tools and conducted risk assessments on all CoC providers to ensure sub-recipient compliance with CoC funding requirements, policies, procedures and standards of care. A new Quality Assurance/Quality Improvement Officer was onboarded to further compliance efforts and system performance improvement.

The Homeless Trust restructured and added new members, including persons with lived experience, to its Performance and Evaluation Committee which continues to emphasize the use of data to inform decision-making. Ambitious targets were set to further reduce length of time homeless, successful exits and reduce returns to homelessness, in partnership with U.S. HUD Technical Assistance.

In FY 2020-2021:

- 14,061 homeless adults and children were placed into emergency, transitional or permanent housing
  - 5,957 homeless adults and children were placed into emergency housing
  - 469 homeless adults were placed into transitional housing
  - 7,635 formerly homeless adults and children were placed into permanent housing
- 43,251 contacts were made by HT contracted outreach teams

### **Homeless Management Information System**

The Homeless Trust created new modules for document readiness for referral to permanent housing and COVID-19 vaccination data. The Homeless Trust also incorporated new users into the HMIS system with more than 35 partners and providers coordinating through the use of data.

### **Constituent Services**

The Homeless Trust, in partnership with the Office of the Mayor, repositioned Continuum of Care (CoC) resources to enhance the customer service experience for persons experiencing homelessness at the Stephen P. Clark Government Center. A homeless outreach worker is now stationed in the building's lobby serving as a new access point to our CoC.

Work also began to provide training and technical assistance to enhance the operations and customer service of the Homeless Helpline by repurposing the state Challenge Grant.

Additionally, the Homeless Trust participated in the Mayor's No Wrong Door Work Group, the initiatives and ambassador programming aimed to reinvent government and its connection to the community.

The Homeless Trust revamped its Client Satisfaction Survey allowing for a year-round survey process that is accessible using mobile devices or by visiting [www.homelesstrust.org](http://www.homelesstrust.org).

### **Racial Disparities**

The Homeless Trust is leading efforts to eliminate race as a social determinate of homelessness. Minority groups, particularly persons of color, make up a disproportionate share of the homeless population. In Miami-Dade, persons who are black make up 18% of Miami-Dade's general population yet represent 58% of all persons experiencing homelessness in our community.

The Trust is working to ensure black persons and persons with lived experience are part of planning and decision-making. Among the steps to promote racial equity in Fiscal Year 2020-2021:

- Performed a Racial Disparity quantitative assessment
- Amended Coordinated Entry System (CES) process after comparing racial equity pre- and 6 & 12 months-post to ensure the new CES process was not having an adverse effect on providing people of color access to permanent housing
- Reviewed CoC Standards, policies and procedures for racial bias and embedded new language addressing equity
- Facilitated trainings on racial bias and equity



- Adopted procurement and contract monitoring practices designed to promote racial equity, including diversity requirements for selection committees.
  - Included bonus points in solicitations for proposers that have racial equity goals/statements and reviewed composition of their board/staff
  - Required an agency Racial Equity Plan prior to contracting
- Conducted agency risk assessments with contracted providers asking about adopted racial equity statements, racial composition of Board and staff, and steps taken to identify/understand underlying causes of disparities.
- Partnered with an all-woman, black-owned boutique hotel in Overtown resulting in national recognition with the owner receiving the 2020 TripSavvy Editors' Choice Award in the Community Leaders category. This partnership furthered efforts to address procurement barriers experienced by small organizations and those led by people of color.
- Introduced a Racial Equity section on the Homeless Trust's website.

### **Policy Development**

In an effort to improve housing and service delivery, the Homeless Trust also developed or revised the following policies in 2020, including:

- Rapid Rehousing Standards of Care
- Homeless Prevention Common Assessment Tool
- Permanent Supportive Housing Move-Up Assessment
- Affordable Housing Assessment
- Coordinated Entry System Policies and Procedures
- Orders of Priority
- Customer Satisfaction Survey Policy
- Homeless Management Information System Data Quality Standards
- Community Plan to End Homelessness: Priority Home
- A Targeted Response to Effectively End Homelessness in the City of Miami

### **Training**

The Homeless Trust hosted and/or led a number of training opportunities for CoC providers to include:

- Crisis Intervention Training (11<sup>th</sup> Judicial Circuit Criminal Mental Health Project)
- How to use System Performance Measures to Assist with Employee Evaluations (HT)
- INFORMS training (ISD/OMB/FIN)
- Keys to Unlocking County Services (HR)
- Cyber Security Awareness (DCF)
- Homeless Management Information System for Emergency Food & Shelter Program Recipients (United Way)
- Virtual Tax Preparation and Earned Income Payments (Branches)
- Orientation and Mobility Training for Persons who are Blind (Lighthouse for the Blind)
- Evictions and Tenants' Rights Training (Legal Services of Greater Miami)
- Introduction to Motivational Interviewing (Thriving Mind)
- COVID-19 Waivers and Documentation Requirements (HT)
- Supervisory Training (HR)

### **Professional Growth**

Homeless Trust leadership continued to participate on numerous boards and embrace initiatives to include:

- National Alliance to End Homelessness Leadership Council
- Florida Housing Coalition

- Dade-Miami Criminal Justice Council
- Florida Coalition to End Homelessness
- Thriving Mind South Florida
- Miami-Dade HIV/AIDS Partnership
- United Way's Emergency Food & Shelter Program Board
- Advancing Pretrial Policy & Research (APPR) Learning Sites Pilot Project
- Greater Miami Housing Alliance Eviction Task Force

### **Empowerment Center**

In FY 2020-2021, construction was completed on the Empowerment Center which became the second domestic violence center constructed using 1% Food and Beverage Tax proceeds. Fifteen percent (15%) of Food and Beverage Tax proceeds are dedicated to the construction and operation of domestic violence centers with funds administered by the Homeless Trust and oversight provided by the Domestic Violence Oversight Board. The Miami-Dade Community Action and Human Services Department began operating the Empowerment Center in October 2021.

### **Communications, Outreach and Engagement**

In November 2021, the Homeless Trust hosted a series of Homeless Awareness Day events, including a first time "thank you" breakfast for homeless outreach teams and a "Gratitude Brigade" pop-up event that toured nine quarantine and isolation and emergency shelter sites. More than 400 front line employees enjoyed fresh Cuban coffee and baked goods, along with live music and donated prizes. A student rally was also held at St. Thomas University where a socially distanced group of more than 500 students packed the gymnasium to learn about homelessness; three dozen students signed up to volunteer.

More than 100 students participated in the 2021 Homeless Awareness Poster and Essay Contest, giving Miami-Dade County Public Schools students an opportunity to reflect on and create awareness of homeless issues. Winning art was framed and donated with some pieces to be displayed at an Art Basel exhibition.

Nearly one-hundred interviews were conducted on topics ranging from senior homelessness to pandemic-related eviction concerns to the closures of unsafe structures. Engagement with international, national and local media outlets, including CNN, AP and MSNBC, further raised the awareness and support of the Homeless Trust.



**FY 2021-2022 State of the County Highlights  
(Category: Health and Human Services)**

**Housing Acquisition/Rehabilitation**

Secured funding commitments to add and expedite the acquisition and renovation to facilitate no fewer than 550 permanent housing placements dedicated to persons experiencing homelessness.

- \$1.75 million State of Florida Department of Children and Families
- \$5 million in HOME ARPA committed by Miami-Dade County
- \$20 million committed by Miami-Dade County
- \$15 million committed by City of Miami, which includes \$8 million HOME-ARPA
- \$30,000 in recurring revenue from the City of North Miami Beach
- At least \$1 million from the City of Miami Beach
- \$127,430 Miami Foundation

Projects are as follows:

- 1) Mia Casa – 12221 Harriet Tubman Highway, North Miami

Mia Casa is serving as a COVID-19 quarantine and isolation site and over the past 2 ½ years has been serving senior citizens 65 and over experiencing homelessness. The Homeless Trust is finalizing the acquisition of this site, a former Assisted Living Facility, to serve as permanent housing for senior citizens. Currently, 97 seniors are at Mia Casa, but that number will increase to 120 once the sale is complete. The acquisition utilizes \$5 million in HOME Investments Partnership Program funding made available through Miami-Dade Public Housing and Community Development and a \$1.75 million special appropriation from the State of Florida. The site will be operated using local Food and Beverage proceeds dedicated to homelessness. As portions of this facility were built in the 1970's, \$3 million in capital funds is set aside to ensure the property is maintained appropriately.

- 2) Blue Village -- 18201 SW 12<sup>TH</sup> Street, Miami

The buyout of a deed restriction on a 114.8 acre parcel in west Miami-Dade is being finalized with the federal General Services Administration, and renovations are set to commence on a 15-acre facility on the property to provide specialized housing and services for single adults with special needs experiencing homelessness, with an emphasis on unsheltered persons. The space will provide permanent housing for no fewer than 180 persons. Undeveloped land around the facility also presents an opportunity for future development.

New Hope CORPS, a CARF accredited, private nonprofit Community Behavioral Health Care Center was competitively selected to manage and operate the property. The organization has a proven track record of helping clients achieve successful recovery providing best practice services in the areas of substance abuse and mental health residential treatment, including intensive inpatient and outpatient services.

3) Undisclosed Site #1

The Homeless Trust is working to acquire a 107-room facility in south Miami-Dade capable of housing a minimum of 125 individuals. As part of a hotel to affordable housing conversion, kitchenettes are to be added to all guest rooms by the owner as part of a turn-key acquisition.

4) Undisclosed Site #2

A second hotel to housing conversion providing an estimated 125 units is contemplated. Final funding/financing is being secured. Hotel to housing conversions provide a means to quickly expand the supply of permanent affordable housing.

**New Unit Development in the Pipeline**

The Homeless Trust worked with area Public Housing Agencies, Florida Housing Finance Corporation and private developers to set aside 269 new units dedicated to persons experiencing homelessness.

	NUMBER OF UNITS BY PROJECT TYPE	AVAILABILITY DATE
<b>RENTAL HOUSING VOUCHERS</b>		
Housing Choice Vouchers – Housing Authority of the City of Miami Beach	25	10/01/22
Project-Based Vouchers – Miami-Dade County Public Housing and Community Development	100	10/01/23
<b>PRIVATE DEVELOPMENT - COMMITTED SET-ASIDE UNITS</b>		
Tax Credit/HOME ARP Private Development	42	Q3 of 2024
State Housing Credit (LIHTC) Multi-Family LINK Units ([ELI Special Needs Set-Aside] Residences at SoMi Parc (15 units; Q1 of 2024) Eleven44 (2 units; Q4 of 2024) Citadelle Village (5 units; Q4 of 2024) Cutler Manor II (10 units; Q1 of 2025) Liberty Square IV (14 units; Q4 of 2024) Northside Transit Village III (15 units; Q3 of 2023) Wynwood Works (15 units; Q3 2024) Residences at Dr. King Boulevard (12 units; October 1, 2022) Vista Breeze (16 units; Q4 of 2024)	104	
State Housing Credit (LIHTC) Special Need Development	4	Q2 of 2024
Multi-Family Private Development	10	Q3 of 2023
<b>TOTAL NEW UNITS DEDICATED TO PERSONS EXPERIENCIG HOMELESSNESS IN COC PIPELINE (available between 10/01/22 and 03/31/2025)</b>	<b>285</b>	

**Emergency Housing Vouchers**

The CoC began lease-ups after entering into Memorandums of Agreement with four (4) Public Housing Agencies and referring homeless and formerly homeless persons to 770 new Emergency Housing Vouchers made available through the American Rescue Plan Act (ARPA).

As of November 2022, lease up rates were strong despite a countywide housing crisis.

PHA	Total Vouchers	Lease Up %
Miami-Dade	481	82%
Hialeah	150	77%
Miami Beach	88	56%
Homestead	26 (25 DV)	55%
	745 (770)	

### **House America**

The Homeless Trust led the House America initiative championed by Miami-Dade County Mayor Daniella Levine Cava. Launched on September 20, 2021, the national initiative is designed to address the nation’s homelessness crisis. In support of the House America initiative, local goals were set in Miami-Dade to rehouse 824 individuals and create 466 new units of extremely low income and supportive housing for people experiencing homelessness by December 31, 2022.

By November 2022, Miami-Dade County:

- Exited 1,431 people experiencing homelessness to permanent housing
- Added 721 units to the development pipeline exclusively for people experiencing homelessness

*In June 2022, US HUD Secretary Marcia Fudge visited Miami-Dade and toured the Homeless Trust’s Homeless Assistance Center operated by Chapman Partnership. During a news conference immediately following, Secretary Fudge described Miami-Dade’s Continuum of Care as a “model for the nation.”*

### **US HUD Continuum of Care Program Competition**

The Homeless Trust was awarded more than \$41,000,000 by the U.S. Department of Housing and Urban Development (US HUD) as part of its FY 2021 Continuum of Care (CoC) Competition. CoC grants provide funding for street outreach and housing with supportive services to help individuals and families experiencing homelessness. Included in the award is funding for three (3) new projects totaling more than \$3.8 million which will provide housing for an estimated 135 households, or 284 people, including new units for survivors of domestic violence.

#### **Northside Commons**

Carrfour Supportive Housing’s Northside Commons is permanent housing for individuals and families experiencing homelessness. The project, which includes both scattered site and project-based units, will assist 41 households, or 51 people, with rent and supportive services, including financial stability services, behavioral health services and peer support. The Northside Commons project includes 25 Housing Choice Vouchers (HCV) committed by the Housing Authority of the City of Miami Beach in partnership with the Homeless Trust.

#### **Miami-Dade County Rapid Rehousing and Domestic Violence Project**

Miami-Dade County Community Action and Human Service’s Rapid Rehousing and Domestic Violence Project will serve 57 households, or 105 people, fleeing domestic violence, dating violence, sexual assault, stalking and human trafficking, including 32

families, 20 unaccompanied adult and 5 unaccompanied youth. The project will provide short to medium term rental assistance with supportive services, including safety planning.

### **Transitions to Homeownership Expansion (THOP Expansion)**

Carrfour Supportive Housing's THOP Expansion is a rapid rehousing program to provide persons fleeing domestic violence, dating violence, sexual assault and stalking. The project will serve 37 households, or 128 people, fleeing domestic violence with rental assistance allowing them to move quickly and safely to housing in the community with support services to address their needs and enable them to rebuild their lives.

### **Bezos' Day 1 Families Fund**

The Miami-Dade County Homeless Trust joined its private sector partner, Chapman Partnership, to announce a \$5 million gift from the Bezos' Day 1 Families Fund. The gift will allow the CoC to assist an additional 210 households with permanent housing over the next three years and will provide enhanced medical and mental health care and career training for 1,500 families. The grant is the largest private, single donation in Chapman's history. The Miami-Dade County Homeless Trust owns two Homeless Assistance Centers, which Chapman operates on the Trust's behalf.

### **Local Food and Beverage Funding**

The Homeless Trust issued a solicitation for Food and Beverage funded activities to house and serve persons experiencing and at-risk of homelessness. Among the items funded:

- Six hundred twenty-two (622) Emergency Shelter beds for single adults, families with minor children, and unaccompanied youth 18-24, including parenting youth
- Three (3) specialized outreach teams with expertise in substance use disorders, severe mental illness and engaging hard to serve individuals on the streets
- Dedicated staff to facilitate discharge planning for persons experiencing homelessness exiting institutions such as prison, hospitals, crisis units
- Landlord recruitment and retention services
- Enhanced case management staffing for households experiencing and at-risk of homelessness to better serve unsheltered persons and persons calling the Homeless Helpline
- The Village of Bal Harbour also continued its commitment of \$50,000 annually to the Trust to support homeless housing and services

### **State of Florida Funding**

- The State of Florida funded important initiatives for the Homeless Trust, including:

Mia Casa - \$1.75 million

Dubbed Project Silver, this funding will help the Homeless Trust acquire and renovate Mia Casa, a former Assisted Living Facility in North Miami, Florida which has operated as a quarantine and isolation (Q&I) site for senior citizens ages 65 and over since the start of the COVID-19 pandemic. Sen. Ileana Garcia was instrumental in helping to secure this funding.

Brother Bill Bridge - \$562,000

Program providing rapid housing placement opportunities for hard to serve persons experiencing homelessness. Clients are placed by specialized outreach teams into safe, stable, single-site permanent housing. Service offerings and connections to services are voluntary and client-driven for things that help to improve the health and well-being of the individuals. Services can include, but are not limited to, health and behavioral health care, basic living skills, cooking and budgeting.

## **Special Presentations**

- The family of Jerome Price presented a \$3,000 check to the Homeless Trust in honor of their slain family member who was murdered while experiencing homelessness. Mr. Price was fatally shot on December 21, 2021 in Wynwood as he slept on the sidewalk.
- The Homeless Trust celebrated and commemorated the life and work of beloved and longtime board member Rabbi Solomon Schiff who passed away in 2020. His wife and children accepted the Andy Menéndez Pioneer Award on his behalf. Rabbi Schiff, like Mr. Menendez, were champions of our community's lost, forgotten and voiceless population experiencing homelessness.

## **Migrant Relocation and Support Services**

The Homeless Trust worked with specialized outreach team Hermanos de la Calle to assist newly arriving migrants with relocation assistance and other services. From January-November 2022, 552 migrants experiencing homelessness, including 155 children, were served. Nearly 380 persons were relocated to housing and supports. Countries of origin included Venezuela, Colombia, Brazil, Nicaragua, Cuba and others.

In FY 2021-2022:

- 12,941 homeless adults and children were placed into emergency, transitional or permanent housing.
  - 5,339 homeless adults and children were placed into emergency housing
  - 607 homeless adults were placed into transitional housing
  - 6,995 formerly homeless adults and children were placed into permanent housing
- 39,807 contacts were made by Homeless Trust contracted outreach teams

## **Homelessness and Eviction Prevention**

The Homeless Trust proactively mailed homeless prevention postcards to more than 28,000 households with a court-filed eviction to provide action steps to prevent eviction/homelessness.

## **System Performance**

The January 27, 2022 homeless census showed a 2% increase in homelessness (970 persons unsheltered; 2,306 sheltered). The number of persons experiencing first time homelessness also increased, from 4,856 to 5,101, or 245 more people. Average length of time homeless increased by four days, from 141 to 145 days. Despite the housing affordability crisis, COVID-19 pandemic, inflation and migrant inflow, the Homeless Trust also saw improvements in key system performance measures. Returns to homelessness were down 5% (24% to 19%). Exits to permanent housing destinations were up 10% (from 45% to 55%). Permanent housing retention remained high at 98%.

## **Lived Experiencing Working Group**

The Homeless Trust expanded on its efforts to collect feedback from people with lived experience of homelessness. The Trust created a Lived Experience Working Group so that people 25 and older who have experienced homelessness recently can share their perspectives on how social, economic, and political situations affect homelessness, make recommendations on how to better serve persons who have or are experiencing homelessness, and review the priorities in the CoC's Plan pertaining to persons experiencing homelessness with severe service needs – with the goal of improving the delivery of CoC housing and services. Two years ago, the board created a subcommittee comprised of youth ages 18-24 with lived experience. The Homeless Formerly Homeless Forum also appoints people with lived experience to two Homeless Trust Board seats, per County Ordinance.

### **Racial Equity Working Group**

The Homeless Trust established a Racial Equity Working Group to better identify and address the needs of subpopulations who are disproportionately more likely to experience homelessness. The CoC gathered surveys, convened focus groups and commenced a four-part training series on equity, inclusion and diversity for both leadership and frontline staff.

### **Policy Development**

In an effort to improve housing and service delivery, the Homeless Trust also developed or revised the following policies in 2020, including:

- Mainstream Benefits Policy to ensure staff is providing an array of service connections to clients experiencing and at-risk of homelessness, including cash benefits, assistance for families, medical coverage, education and employment, and mainstream subsidized housing
- Updates to Shelter, Rapid Rehousing, Permanent Supportive Housing and Homeless Prevention Standards of Care
- Revised Documentation Checklist for Permanent Supportive Housing and Rapid Rehousing
- Governance Charter Review and Update
- Memorandum of Understanding with Miami-Dade County Public Schools
- Memorandum of Understanding with Miami-Dade Head Start/Early Head Start

### **Training**

The Homeless Trust hosted and/or led a number of training opportunities for CoC providers, including:

- Critical Time Intervention (CTI) and Pre-CTI training to contracted outreach, shelter and permanent housing providers. CTI is a time-limited, evidenced-based practice that mobilizes support for vulnerable individuals during periods of transition, facilitating housing stability, community integration and continuity of care.
- Prevention, diversion and assessment training to improve the CoC's Coordinated Entry System and better meet the unique needs of individuals and families at risk of and experiencing homelessness
- Social Security Administration Online Services
- Equal Access to Housing in HUD Programs Regardless to Sexual Orientation, Gender Identity or Marital Status
- Legal Services of Greater Miami New Tenants Rights Ordinances Training
- Florida Department of Children and Families Refugee Services
- Hope Florida

### **Professional Growth**

Homeless Trust leadership continued to participate on numerous boards and initiatives, including:

- Florida Department of Health Equity Office Advisory Committee
- Mayor Daniella Levine-Cava's Blue Ribbon Children's Commission – Child Welfare and Juvenile Justice Services Committee
- National Alliance to End Homelessness Leadership Council
- Florida Housing Coalition
- Dade-Miami Criminal Justice Council
- Florida Coalition to End Homelessness
- Thriving Mind South Florida
- Miami-Dade HIV/AIDS Partnership
- United Way's Emergency Food & Shelter Program Board
- Advancing Pretrial Policy & Research (APPR) Learning Sites Pilot Project



- Greater Miami Housing Alliance Eviction Task Force

### **Communications, Outreach and Engagement**

The Homeless Trust participated in the first ever Hometown Heroes parade, which honored health professionals, law enforcement and first responders who kept our community safe throughout the COVID-19 pandemic. Dubbed the “Count on Me” caravan, the parade helped showcase the Homeless Trust’s vital role in helping some of our community’s most vulnerable individuals and served as a platform to raise awareness about the need for landlords.

The Homeless Trust hosted its 12th Annual Homeless Awareness Day, involving more than 7,500 individuals, including community leaders, students and universities. Among the highlights:

- A Landlord Appreciation Breakfast to retain and recruit landlords to help permanently house those experiencing homelessness. In conjunction with the breakfast, the Trust launched a television advertisement campaign and featured on its website and blog stories featuring participating landlords and landlord navigators, with the tagline “Renting to the Homeless Trust is Good for Business.”
- A rally at St. Thomas University’s Fernandez Center with nearly 800 students from 21 different public and private schools communicating messages about ways to be involved in ending homelessness and creating real change.

Homeless Awareness Day started in 2011 as a way to reduce panhandling in the community and raise awareness of homelessness. It has grown from a single event to a countywide effort of more than 80 events, activities and donation drives across Miami-Dade County.

- Miami-Dade County Public Schools Superintendent Dr. Jose L. Dotres joined Chairman Ronald L. Book to present the winning entries from the 2022 Homeless Awareness and Sensitivity Poster Contest. More than 100 entries were received with winners at Carol City, Ruben Dario and Lawton Chiles Middle Schools. The contest began 16 years ago following the death of Norris Gaynor, a man fatally attacked by three teenagers while sleeping in a park in Fort Lauderdale.
- Homeless Trust leadership continued to engage and speak with numerous groups about homelessness, including the Greater Miami Chamber of Commerce, Miami-Dade Chamber of Commerce, Downtown Neighbors Alliance, National Association of Counties 2022 Federal Fellowship Initiative, Friends of MLK, Inc. and others. The Homeless Trust was also featured in national media outlets including CNN and The Associated Press.
- Worked with the Oprah Network to help create a pilot program on homelessness in Miami, which is set to air in 2023.
- The Homeless Trust’s social media presence continued to grow with Facebook page visits increasing 20% year-over-year and Instagram followers increasing by 12%.