

# Memorandum



**Date:** May 5, 2026

**To:** Honorable Chairman Anthony Rodriguez  
and Members, Board of County Commissioners

Agenda Item No. 1(F)(1)

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

**Subject:** Sunset Review of County Boards for FY2025 – 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 2025 Sunset Review of County Boards Report for the Miami-Dade County Homeless Trust. The Homeless Board Trust approved the attached report at its meeting on December 19, 2025, and has recommended the continuation of the Homeless Trust.

A handwritten signature in blue ink, appearing to read "Arnold Palmer".

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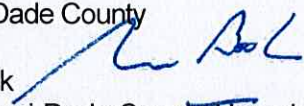
Arnold Palmer, Chief of Public Safety

# Memorandum



**Date:** November 25, 2025

**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 2025 – 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 2025 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 December 19, 2025. 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. The Homeless Trust is the United States Department of Housing and Urban Development’s (USHUD) designated Homeless Continuum of Care Board and is the State of Florida’s designated continuum of care lead agency.

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 homeless-focused 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 population. 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 fiduciary bodies for homeless continuums of care and is recognized as a national model program. The continuation of the Homeless Trust Board will ensure Miami-Dade County’s ability to continue to compete and receive funds to address homelessness in the community, and further the implementation of the Plan.

**SUNSET REVIEW QUESTIONNAIRE  
MIAMI-DADE COUNTY BOARDS  
2025**

**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 a Term-Limit Waiver approved by the Board of County Commissioners.

Number of Vacancies: 5 as of 12/31/2024.

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, 2023, through December 31, 2024):

Number of Meetings: 14

Number of Meetings with a Quorum: 14

Attendance Records: **See Attachment #1**

The full board of the Miami-Dade County Homeless Trust held a total of 14 meetings between January 1, 2023 and December 31, 2024. In addition to the Board, the Homeless Trust has various committees, including the Executive Committee, Finance and Audit Committee, Housing and Services Development Committee, Performance Evaluation Committee, Continuum of Care Sub-Committee, Youth Voice Action Council and Lived Experience Working Group.

4. What is the source of your funding?

The Homeless Trust oversees expenditures funded through the 1% Local Option Food and Beverage Tax; applies for and administers federal and state grants dedicated to homelessness; solicits private sector contributions/donations and receives interest income.

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 end 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. Since the Homeless Trust Board's inception, unsheltered homelessness has been reduced by nearly 90%. To accomplish its mission of ending homelessness in Miami-Dade County, the Trust administers the proceeds of the 1% Food and Beverage Tax; develops and implements the Miami-Dade County Community Homeless Plan: Priority Home (Plan); and serves in an advisory capacity to the Board of County Commissioners on issues involving homelessness. As the coordinating entity for the local homeless system of care, the Trust is the lead agency for purposes of applying for federal and state grants and oversees the Homeless Management Information System (HMIS), the web-based system used to collect and report data on people experiencing homelessness. The Trust develops policies and procedures and implements the annual process to identify gaps and needs in the homeless continuum of care. The implementation of the Plan is well underway, with unsheltered homelessness initially at more than 8,000 people to the most recent Point in Time Count, conducted on January 23, 2025, enumerating 858 people experiencing unsheltered homelessness.

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 sub-populations (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 develops, approves and monitors all policies related to homelessness, including standards of care and performance measures expected of funded agencies to ensure they are meeting identified objectives. The Homeless Trust also endeavors to

responsibly consider and address the concerns of the community, working with municipal governments, including law enforcement, the business community, interest and advocacy groups, and non-profit organizations, including contracted agencies, to address homelessness-related issues that directly or indirectly impact the community. Examples include efforts to address overnight public camping and sleeping, street feeding and panhandling, sensitivity and anti-bullying toward households experiencing homelessness and the development, acquisition and renovation of housing, particularly for homeless seniors and people 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 reviews shift in homelessness policy at both the federal and state level, the local needs and trends of the homeless population, gaps in the system of care, the performance of existing providers, and issues that most concern the community when making policy recommendations and funding allocations.

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

#### a. Last 24 months

The Miami-Dade County Homeless Trust has been hailed as a national model for addressing homelessness. A one-of-a-kind dedicated source of funding; a unique public-private partnership; a board of directors that includes a wide range of individuals with diverse skills, professional backgrounds, experiences, and perspectives; the Miami-Dade County Community Homelessness Plan: Priority Home, which provides a framework for Miami-Dade County to prevent and end homelessness; and a highly coordinated system of care with programs that are outcome-based and performance-measured have resulted in a nearly 90% reduction of unsheltered homelessness in Miami-Dade County. Accomplishments for Fiscal Years 2023 and 2024 are in **Attachments #6a, 6b and 6c.**

#### b. Since established

- Among the first homeless Continuums of Care (CoCs) 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 include multiple types of housing , which includes emergency, transitional and permanent housing, along with an array of supportive services, consistent with the Miami-Dade Community Homeless Plan: Priority Home. The Homeless Trust's Housing Inventory Count is as follows:
  - 2,471 Emergency beds
  - 440 Transitional beds
  - 20 Safe Haven beds
  - 6,065 permanent housing beds, including 5,471 Permanent Supportive Housing and 594 Rapid Re-housing.

- Entered into a unique contractual relationship with Chapman Partnership in 1993 to site, build and operate two homeless assistance centers, with 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, \$65.76 million in endowment support and \$32 million in-kind support. The Homeless Trust/Chapman Partnership public-private partnership has served more than 150,000 households since opening the northern homeless assistance center in 1995 and the southern homeless assistance center in 1998.
- Established, managed and maintained 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 23, 2025 Point in Time Count.
- In 1993, in partnership with the Homeless Committee of the Greater Miami Chamber of Commerce, the Homeless Trust helped develop Carrfour Supportive Housing, a non-profit organization which develops, operates and manages innovative housing communities for individuals and families in need combining affordable housing with comprehensive, on-site supportive services.
- Hailed as a "National Model" and "Best Practice" (1998) for addressing homelessness and continued recognition by both Republic and Democratic Administrations, including U.S. HUD Secretaries Mel Martinez, Ben Carson and Marcia Fudge.
- Served as the lead agency and collaborative applicant for Miami-Dade County for the United States Department of Housing and Urban Development Continuum of Care Program Competition consolidated application to the United States Department of Housing and Urban Development (USHUD) since 1994. The current funding received by the Trust is in excess of \$63 million, including a \$21 million US HUD grant to address unsheltered homelessness and an \$8.4 million grant to address youth homelessness, both awarded in FY2022-2023. More than \$503 million in US HUD funding has been received since FY2004-2005.
- Since 1993, collected and served as a fiduciary for more than \$524 million in Food and Beverage Tax to serve persons experiencing and at risk of homelessness, and together with the Domestic Violence Oversight Board, administered another \$92.5 million in funding dedicated to the construction and operation of two (2) domestic violence centers.
- Secured additional public and private funding for the implementation of the Miami-Dade County Community Homeless Plan: Priority Home, as follows: including:
  - A \$15 million demonstration HUD Initiatives grant in 1994.
  - More than \$29 million from the State of Florida since FY2004-2005.
  - A \$15 million demonstration HUD Initiatives grant in 1994.
  - \$15 million in General Obligation Bond Funds for the development of Permanent Supportive Housing

- \$2.6 million from the City of Miami's Miami for Everyone Program to enhance emergency housing inventory.
- \$10 million in surplus funding from the Miami Beach Redevelopment Agency (RDA) to construct and operate housing for households experiencing homelessness. The RDA agreement will also provide at least \$4 million to the Homeless Trust annually from municipal tax proceeds through 2039.
- More than \$100,000 in unsolicited donations through the Ending Homelessness Fund with the Miami Foundation
- 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 to shift feeding from 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 and a remove deed restriction, 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.
- 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.
- 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 County.
- 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 (PHAs), including Miami-Dade, Miami Beach, Hialeah and Homestead, as well as limited PHAs, including Miami and Carrfour Support Housing, to create voucher preferences and nearly 3,000 set-asides to those experiencing homelessness.
- 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 and 2018, the Homeless Trust served as the host community for US HUD's CoC Southeast Regional Conference, where CoCs from Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, Puerto Rico, and 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 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.
  - Beginning in 2023, the Trust has been acquiring and renovating housing for vulnerable households experiencing homelessness, including Mia Casa, Village at Old Cutler, Hideaway Bay and Wynwood Norte, which added 232 units. Pipeline projects including Orchard Village and Blue Village will add another 100 units to the Trust's inventory.
  - Partnered with non-profits in FY2024-2025 to facilitate capital improvements which will expand short-term housing options, such as Better Way of Miami, which is developing an 80-bed low-barrier navigation center for homeless individuals hesitant to go to traditional shelters.
  - Led the Trust through countless critical incidents impacting those experiencing homelessness, including hurricanes, cold weather emergencies, extreme heat Zika, Hepatitis A and COVID-19.
  - Represented the CoC on numerous Boards, 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, and others.
  - 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, including the 2<sup>nd</sup> Annual Spring for Seniors Bed Race held in November 2025.
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 better positioned to direct and implement Miami-Dade County's Community Homeless Plan: Priority Home, the local

Continuum of Care’s framework for preventing and ending homelessness; administer proceeds of the first-in-the-nation Food and Beverage Tax dedicated to people experiencing homelessness; serve as the collaborative applicant for federal and state funding opportunities to serve homeless households; administer grants and oversee operations and fiscal activities for more than 100 housing and service programs operated by more than 20 competitively selected non-profit providers and government entities; manage Miami-Dade County’s Homeless Management Information System (HMIS), the 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; or develop policy and serve in an advisory capacity to the Board of County Commissioners on issues involving homelessness.

- 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’s 27-member board composed of 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 City of Miami 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 stakeholders.

- Should the Board’s membership requirements be modified? No.

- What is the operating cost of the Board, both direct and indirect? (Report on FY2023 and FY 2024)

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

	FY2023	FY2024
Direct	\$168,680.82	\$175,782.26
Indirect	\$112,336.00	\$112,404.00
Total	\$281,016.82	\$288,186.26

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

The goals of the Homeless Trust are set forth in the Miami-Dade County Community Homeless Plan: Priority Home as follows:

- Goal 1: Leverage Emergency, Transitional and Permanent Housing Resource to Achieve Their Best and Highest Use
- Goal 2: Improve Coordinated Entry Access
- Goal 3: Assessment and Housing Placement
- Goal 4: Expand Homeless Prevention and Diversion Interventions
- Goal 5: Improve and Expand Support Services
- Goal 6: Advance Data-Driven Decision-Making
- Goal 7: Governance & Resource Maximization
- Goal 8: Ensure Continuous Quality Improvement Strategies for CoC Execute on the Plan to End Homelessness

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.

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 criteria for HUD to use in awarding CoC funding, and HUD uses the following system level performance measures 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

MIAMI-DADE COUNTY HOMELESS TRUST BOARD MEMBERS ATTENDANCE REPORT FOR CALENDAR YEAR 2023													
7 Meetings held													
		January 20, 2023	February 24, 2023	March 2023	April 2023	May 25, 2023	June 23, 2023	July 28, 2023	August 2023	September 9, 2023	October 27, 2023	November 17, 2023	December 12, 2023
Seat 1	Lynne Cameron	V	V			V	V			V		V	V
	Seat remained vacant												
Seat 2	Judge Steven Leifman, FAC Chairman	D	D			D	M			M		M	D
Seat 3	Esther Caravia	M	M			E	M			E		M	M
Seat 4	Tina Vidal-Duart	M	D			D	D			M		D	M
Seat 5	Jose Correa-Legido	V	V			V	V			E		V	V
	New appt unable to serve due to membership on Children's Trust. Seat												
Seat 6	Carlos Fernandez-Guzman	E	M			E	M			M		E	M
Seat 7	Mayor Daniella Levine-Cava	E	D			D	D			D		D	E
Seat 8	Comm. Ricky Arriola	E	D			E	D			D		E	V
Seat 9	Mayor Oliver Gilbert, III	D	D			D	D			D		D	D
Seat 10	Mayor Francis X. Suarez (formerly commissioner)	E	E			E	D			E		E	E
Seat 11	Sandra Newson	M	A										
	Thomas Jardon, Esq.					E	E			E		M	E
Seat 12	Antonio "Tony" Villasuso	E	M										
	Anna Kopper					E	M			M		M	D
Seat 13	Stephen Alvarez	M	M										
	Isabella Dell'Oca					E	M			D		D	M
Seat 14	Anna Frusciante	V	V										
	Hilda Fernandez					D	D			D		D	D
Seat 15	Father Patrick O'Neill	E	M			E	M			E		M	E
Seat 16	Rabbi Frederick Klein	E	M			E	E			E		E	M
Seat 17	Cleveland Bell, III	M	M			M	M			M		M	M
Seat 18	Sarah E. Wallace	E	E										
	Celina Wesley					V	V			M		D	M
Seat 19	Pauline Clarke-Trotman	M	M			M	M			M		D	M
Seat 20	Hilda Fernandez (transferred to seat #14)	M	M			V	V			V		V	V
Seat 21	Darius T. Orjuna	V	V			V	V			V		V	V
Seat 22	Ronald L. Book, Esq., Chairman	M	M			M	M			M		M	M
Seat 23	Dr. Jose L. Dotres	D	D			D	D			D		D	D
Seat 24	Commissioner Marleine Bastien	E	E			E	D			D		D	D
Seat 25	Arthur Noriega	D	E			E	D			D		D	D
Seat 26	Ana Castilla	E	E			E	E			E		D	D
Seat 27	Gilda Ferradaz	M	D			M	M			E		M	D
				MEETING CANCELLED DUE TO LEGISLATIVE SESSION					MEETING CANCELLED				
				MEETING CANCELLED DUE TO LEGISLATIVE SESSION					RECESS				
				MEETING CANCELLED DUE TO LEGISLATIVE SESSION					MEETING CANCELLED				

**MIAMI-DADE COUNTY HOMELESS TRUST BOARD MEMBERS ATTENDANCE REPORT FOR CALENDAR YEAR 2024**

7 Meetings held

		January 2024	February 2024	March 22, 2024	April 19, 2024	May 20, 2024	June 28, 2024	July 26, 2024	August 2024	September 26, 2024	October 24, 2024	November 15, 2024	December 20, 2024				
Seat 1	Lynne Cameron	<b>MEETING CANCELLED DUE TO LEGISLATIVE SESSION</b>	<b>MEETING CANCELLED DUE TO LEGISLATIVE SESSION</b>	V	<b>MEETING CANCELLED</b>	V	<b>MEETING CANCELLED</b>	V	<b>RECESS</b>								
	Rick Beasley			E		M		D		M							
Seat 2	Judge Steven Leifman, FAC Chairman			D		M		M		M	M	M	M	D	M	D	
	Esther Caravia			M		M		M		M	M	M	M	M	M	M	
Seat 3	Tina Vidal-Duart, V. Chair			D		D		D		E	E	E	D	E	D	M	
Seat 5	Jose Correa-Legido			V		V		V		V	V	V	V	V	V	V	
	Myrna Vaca																E
Seat 6	Carlos Fernandez-Guzman			M		M		M		E	E	E	M	E	E	M	
Seat 7	Mayor Daniella Levine-Cava			D		D		D		E	E	E	D	D	D	D	
Seat 8	Comm. Ricky Arriola			V		V		V		V	V	V	V				
	Comm. Alex Fernandez													M	V		
	Mayor Javier Fernandez															M	M
Seat 9	Mayor Oliver Gilbert, III			D		D		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	E	E
Seat 11	Thomas Jardon, Esq.			E		E		E		M	E	E	E	M	E	M	M
Seat 12	Anna Kopper			D		D		D		E	E	E	M	M	D	M	D
Seat 13	Isabella Dell'Oca			M		M		M		E	E	E	D	D	D	D	M
Seat 14	Hilda Fernandez			M		M		M		D	D	D	M	M	M	D	D
Seat 15	Father Patrick O'Neill			E		E		E		E	E	E	E	E	M	M	E
Seat 16	Rabbi Frederick Klein			E		E		E		E	E	E	M	E	E	E	M
Seat 17	Cleveland Bell, III			M		M		M		M	M	M	M	M	M	M	M
Seat 18	Celina Wesley			D		D		D		D	D	D	D	D	E		
	Reber Mens-Corriolan															M	M
Seat 19	Pauline Clarke-Trotman			M		M		M									
	Ernest Trotman									D	D	D	D	D	D	D	D
Seat 20	Hilda Fernandez (transferred to seat #14)			V		V		V		V	V	V	V	V	V	V	V
Seat 21	Darius T. Orjuna			V		V		V		V	V	V	V	V	V	V	V
Seat 22	Ronald L. Book, Esq., Chairman	M	M	M	E	E	E	M	M	M	M	M					
Seat 23	Dr. Jose L. Dotres	D	D	D	D	D	D	D	D	D	D	D					
Seat 24	Commissioner Marleine Bastien	D	D	D	E	E	E	D	D	D	D	D					
Seat 25	Arthur Noriega	D	D	D	E	E	E	D	E	E	D	D					
Seat 26	Ana Castilla	M	M	M	E	E	E	D	E	E	D	D					
Seat 27	Gilda Ferradaz	D	D	D	M	M	M	M	M	M	M	D					

## M E M O R A N D U M

Proposed  
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

0494-66

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

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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.

RA6

Prepared by:

VLK

# MIAMI-DADE COUNTY HOMELESS TRUST

## BOARD ADMINISTRATION STANDARD OPERATING PROCEDURE

*Written by: Farren L. Oglesby and Hilda Fernandez*

*Reviewed and Amended by: Margarita Olano (August 2007, January 2012, November 2013, December 2017)*

MDC024

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 a 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.

Letter 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 Homeless to End Homelessness: Priority One, and 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, Esq.). 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 COC and the Miami-Dade County Community Homeless Plan: Priority Home 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. Meeting 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	Najely DeLeon	305-329-3063
Camillus House	Yary De los Rios Ex. Asst.	305-374-1065 x. 625

21 <sup>st</sup> Floor-SPCC	Tara	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
- Anna Kopper
- Mayor Javier Fernandez
- \*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. Janisse Schoepp, took over seat 09/2025
- \*Dr. José L. Dótres, Superintendent, Miami-Dade County Public Schools
- Hilda M. Fernandez, resigned 12/2024
- Commissioner Oliver G. Gilbert, III
- Carlos Fernandez Guzman
- Mayor Daniella Levine Cava
- \*Marleine Bastien, Miami-Dade Board of County Commissioners
- Esther Caravia
- Isabella Dell'Oca
- \*Arthur Noriega, Manager, City of Miami
- Father Patrick O'Neill
- Rabbi Frederick L. Klein
- Earnes Trotman
- Thomas Jardon, Esq., removed from board by the Clerk of the Board due to failure to file a financial disclosure
- Reber Mens-Corriolan, HFHF took over for Celina Wesley

*\*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 Boards 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) 305 375-1062. 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.

**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

**MIAMI-DADE COUNTY HOMELESS TRUST  
BOARD MEETING MINUTES EXCERPT  
December 19, 2025**

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

Ronald L. Book, Esq., Chairperson	Angelica Hoyos for
Cathy Burgos for	Tina Vidal-Duart, Vice Chairperson
Mayor Daniella Levine-Cava	Cleveland, Bell, III
Anna Kopper	Rhys Shanahan for
Isabella Dell'Oca	Commissioner Oliver G. Gilbert, III
Reber Mens-Corriolan	Pauline Clarke-Trotman
Gilda Ferradaz	Ana Gutierrez for Dr. José Dotres
Oliver Telusma, Esq. for	David E. Gilbert for Arthur Noreiga, V.
Commissioner Marleine Bastien	

**The following members were not present:**

Rick Beasley	Father Patrick O'Neill
Judge Steven Leifman	Rabbi Frederick L. Klein
Esther Caravia	Dr. Janisse R. Schoepp
Myrna Vaca	Carlos Fernández-Guzmán
	Mayor Javier Fernández

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

Kavaja Sarduy	Matt Marr	Stephen Alvarez
Lisa Mozloom	Ivonne Pinedo	Lilian Coto
Scott Hansel	Paul Imbrone	Samantha Bell
Angela Miller	Audrey Aradanas	Terrell T. Ellis
Sherita White	David Peery	Victoria L. Mallette
Amy Alfonso	Alexander Miller	Shannon Summerset-Williams, Esq.
Therese Astolfo	Jean B. Eveillard	Margarita Olano, Rec. Sec.
Antonio Villasuso	Keith Cavanaugh	

**1) Welcome and Introductions**

Mr. Book opened the meeting at approximately 9:38 a.m. and welcomed everyone. Mr. Book then proceeded to consider the meeting agenda. Some items may be taken out of order.

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

Mr. Book asked if there was anyone wishing to come forward to address any item on the agenda. Mr. David Peery, 721 N.W. 121st St., Miami, FL. Mr. Peery stated there should be a standing report as part of the agenda that provides information from homeless people presently on the street because those people are the ones that are impacted the most by Homeless Trust policies.

Mr. Book responded that the Board itself has members who have lived experience, as well as committees and in addition the Homeless Trust as a Lived Experience Work Group that have contributed to the development of policies and procedures.

Mr. Peery reiterated that there should be a standing report on the Board meeting agenda with information on people that are actually homeless (unhoused).

Mr. Book inquired if there was anyone else wishing to be heard; not seeing or hearing anyone wishing to be heard, Reasonable Opportunity for the Public to be Heard was closed.

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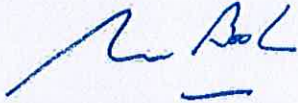
### 3) Approval of Minutes

Mr. Book inquired if there were any questions, comments or scrivener errors regarding the November minutes. None heard. **Mr. Telusma made a motion to approve the meeting minutes. Mr. Gilbert seconded the motion. All members present approved the motion set forth unanimously.**

### 4) New Business

#### c. Sunset Review of Boards 2023-2024

Ms. Mallette referred members and guests to the memo with corresponding attachments provided in the meeting packet and provided some background to the item. All County boards must submit a Sunset Review on a biennial basis. 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 2023-2024. Following the submittal to the Office of Management & Budget, it is presented to the Board of County Commissioners for final approval. Staff recommends the approval of the Sunset Review 2023-2024. **Mr. Telusma made a motion to approve staff recommendations as presented and outlined in the memo and corresponding attachments. Mr. Gilbert seconded the motion. All members present approved the motion set forth unanimously.**



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Ronald L. Book, Chairman



**FY 2022-2023 State of the County Highlights  
(Category: Health and Human Services)**

**RESOURCE MAXIMIZATION**

**New and Renewal Funding**

Significant new federal and state funding was awarded to the Homeless Trust in FY 22-23, which allows the Continuum of Care (CoC) to expand programming and better serve those experiencing homelessness.

- \$21 million over the next three (3) years was awarded as part of the United States Housing and Urban Development (USHUD) Continuum of Care Supplemental to Address Unsheltered Homelessness. Nine (9) new projects were created as part of this award, including three (3) new street outreach programs, the addition of a helpline exclusively for unaccompanied youth and young adults 17-24, a joint component Transitional Housing: Rapid Rehousing Project, and four (4) new Permanent Supportive Housing (PSH) projects. Project rents are supported, in part, with 72 Stability Vouchers and other leveraged housing subsidies, provided through Miami-Dade's four (4) area Public Housing Authorities.
- \$8.4 million over the next 24-30 months was awarded as part of US HUD's Youth Homelessness Demonstration Program to support Miami-Dade in preventing and ending youth and young adult homelessness. The Homeless Trust is working to develop a Coordinated Community Plan led and designed by youth 18-24 with lived experience of homelessness, prior to developing new projects.
- \$41.5 million was awarded as part of the USHUD's annual FY 2022 Continuum of Care Program. The award funds 45 renewal projects and 3 new projects.
  - **Moving Forward**  
This Rapid Rehousing project, operated by Douglas Gardens Community Mental Health Center, will provide rental assistance and support services for no fewer than 30 households annually in locations throughout Miami-Dade County. Services will include case management, moving assistance, employment assistance and job training, life skills, and referral to behavioral health services, as needed.

- **Granada**  
This project will prioritize chronically homeless, unsheltered individuals without children. Operated by Camillus House, it will provide non-time limited housing and supportive services to at least 15 households. Using the Critical Time Intervention model, clients will have access to a case manager, licensed therapist and housing navigator. Services will include housing navigation, transportation to property leads, training on tenant rights and responsibilities, life skills training, outpatient therapy, and medication management. The program will also leverage the resources of Camillus House’s sister agency Camillus Health Concern.
- **Montega**  
At least 60 households experiencing chronic homelessness will be served in housing throughout the community. The non-time limited housing and supportive services will be operated by Citrus Health Network and includes Project Based Vouchers provided by Miami-Dade Housing and Community Development. Services will include peer support, housing navigation, behavioral health services, transportation and food and utility assistance.
- The state legislature approved an excess of \$22 million statewide to support grant programs serving homeless households, the largest general revenue recurring increase for Staffing, Challenge and Rapid Rehousing grant programs in history. Additional Staffing Grant funding will provide enhanced training opportunities for the CoC. Challenge Grant funding supports Homeless Prevention activities, and new Rapid Rehousing funds create the Challenge Plus Program, which will focus on family reunification and serving homeless and at-risk individuals that intersect with Managing Entity for substance abuse and mental health. Funding became effective July 2023.

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

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

**Capital Acquisition and Renovation Projects**

- **Mia Casa**  
In January 2023, the Homeless Trust closed on Mia Casa, the first of four (4) planned acquisitions designed to create the housing capacity needed to exit persons from the streets and shelters. Mia Casa is serving persons 65 and over experiencing homelessness

and currently houses in excess of 120 individuals. Funding for this project included \$5 million in HOME Investment Partnerships American Rescue Plan Program (HOME-ARP) funds provided through Miami-Dade Public Housing and Community Development and a \$1.75 million special appropriation from the State of Florida.

- **Blue Village**

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

- **Hotel to Housing Conversion**

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

## HOUSING PARTNERSHIPS

- **Housing Pipeline**

Affordable housing developers receiving funding through Florida Housing Finance Corporation signed referral agreements with the Homeless Trust providing the CoC access to Extremely Low Income (ELI) units for clients experiencing homelessness. The below units are in the development pipeline, with highlighted agreements signed in FY 22-23.

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

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

- **Resia Old Cutler Conveyance**

Private developer Resia is set to convey ten (10) newly developed 1-bedroom units to the Homeless Trust in FY 23-24 as part of the partnership that was first forged in 2019. In FY 22-23, the Homeless Trust secured a non-profit partner to manage and maintain the asset and provide case management and other services to clients referred.

- **Public Housing Partnerships**

The Homeless Trust also expanded its partnerships in FY 22-23 with Miami-Dade Public Housing Agencies to prioritize clients experiencing homelessness for housing vouchers:

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

- New vouchers partnership followed a successful engagement with all four (4) PHAs, which received Emergency Housing Vouchers (EHV) as part of the American Rescue Plan Act (ARPA). Vouchers were dedicated to persons experiencing homelessness. Successful lease up of EHV is concluding. Chapman Partnership was contracted to help coordinate successful lease up of clients. As of January 2024:

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

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

**Food and Beverage Tax**

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

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

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

**Food and Beverage Funding**

With the wind down of Emergency Rental Assistance Program, the Homeless Trust issued a competitive solicitation to provide an additional \$1 million in rental assistance to support

households experiencing and at imminent risk of homelessness. Programs are beginning in FY 23-24.

## **STATE OF HOMELESSNESS**

- **Reductions in Unsheltered Homeless**

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

- **System Performance**

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

- **Persons Served**

- 12,586 homeless adults and children were served in emergency, transitional or permanent housing in FY 22-23.
  - 7,679 homeless adults and children were served in emergency housing and transitional housing.
  - 7,765 formerly homeless adults and children were served or placed into permanent housing

Among those served:

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

## **INITIATIVES AND ACTIVATIONS**

### **Extreme Heat**

The Homeless Trust took action as south Florida endured the hottest year in modern history. Extreme heat resulted in 42 Heat Advisories and 7 Heat Warnings in FY 22-23.

- Relief supply hubs were created and strategically placed to allow street outreach teams to access water and cooling supplies (neck gaiters, cooling towels, ice packs and electrolyte packets) for distribution to unsheltered persons

- Homeless only cooling centers were established in addition to cooling centers designated by Miami-Dade County
- Outreach teams provided transport to persons to cooling centers upon request
- Educational materials about the adverse effects of heat and suggested protective measures were developed and distributed
- Emergency shelters created hydration stations, extended hours for common areas and added fans and other cooling devices to outdoor areas

Cold weather procedures were activated 5 times in FY 22-23 as temperatures dipped below 50 degrees.

### **Racial Equity Working Group**

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

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

The action plan furthers work already underway including:

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

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

### **Discharge Planning**

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

- Jackson Health System/Public Health Trust
- Eleventh Judicial Circuit

- Miami-Dade County Corrections and Rehabilitation
- The Florida Department of Children and Families
- Thriving Mind South Florida
- Citrus Family Care Network (Child Welfare Community Based Care Lead Agency)

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

### **New Partnerships to Help Households Experiencing Homelessness**

The Homeless Trust entered into Memorandums of Understanding in FY 22-23 with the following organizations with the intent of prioritizing and improving service connections to households experiencing homelessness:

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

### **QUALITY IMPROVEMENT**

- **Project Monitoring**

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

- **Policy Development**

In an effort to improve housing and service delivery, the Homeless Trust also developed or revised the following policies in FY 22-23, including:

- Permanent Supportive Housing Standards of Care
- Mainstream Benefits Policy and Checklist
- Sunset Review of Board – 2018-2022
- Community Plan to End Homelessness: Priority Home
- Appropriate Placement of Transgendered Persons
- Participation of Homeless Persons within the Continuum of Care
- Rapid Rehousing Standards of Care and Self Sufficiency Assessment
- Documenting and Verifying Chronic Homelessness by Community Members, Law Enforcement, Libraries, Healthcare Providers and Non-CoC Shelters
- Homeless Helpline Practice Standards
- USHUD CoC Program Competition Review, Scoring and Ranking Procedures and Reallocation Process
- Street Homeless Outreach Standards of Care and Field Manual
- Incident Reporting Procedures
- Violence Against Women Act Policies and Procedures
- Order of Priority for Referral to Permanent Housing
- Learning Management System/Training Processes for CoC Providers

- **Training**

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

- Catholic Legal Services: Know Your Rights
- OIC of South Florida Youth and Family Services
- Keys to Independence Driver's License/Insurance Programming
- Miami-Dade Head Start and Early Head Start
- Miami Veterans Administration: Resources for Veterans
- Vocational Rehabilitation Resources Training
- Unite US
- North Miami State Housing Initiatives Partnership Program
- Referring Clients to Rapid Rehousing
- Housing Quality Standards Inspections for CoC Projects

- **Professional Growth**

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

- National Alliance to End Homelessness Leadership Council
- Florida Coalition to End Homelessness
- Florida Housing Coalition
- Miami-Dade Addiction Service Board
- Thriving Mind South Florida
- Dade-Miami Criminal Justice Council
- Miami-Dade HIV/AIDS Partnership
- United Way's Emergency Food & Shelter Program Board
- Florida Department of Health Equity Office Advisory Committee
- Florida Commission on Mental Health and Substance Abuse

## **PUBLIC EDUCATION AND AWARENESS**

- **Community Outreach and Engagement**

The Homeless Trust continued to proactively engage organizations within the community to discuss homelessness and the system of care in Miami-Dade, including:

- NAACP South Dade Chapter
- Black Affairs Advisory Board
- ChamberSOUTH South Dade Municipal Coalition
- National Association of Counties
- Florida Supportive Housing Coalition
- 1<sup>st</sup> Annual Hometown Heroes Parade
- Miami-Dade Chamber of Commerce
- Greater Miami Chamber of Commerce
- Overtown Safety and Wellbeing Community Meeting
- American Society for Public Administration South Florida Chapter Best Practices Conference

- American City/County Exchange
- Miami Beach Homeless Resource Fair
- Miami Coalition to Advance Racial Equity
- Miami-Dade’s Health and Housing Summit
- National Women’s Shelter Network

- **Communications**

**Homeless Awareness Day**

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

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

**Media Highlights**

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

**Other**

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



**FY2023-2024 State of the County Highlights  
(Category: Health and Human Services)**

**RESOURCE MAXIMIZATION**

**New and Renewal Funding**

New federal, state and philanthropic funding was awarded to the Homeless Trust in FY23-24, which allows the Continuum of Care (CoC) to expand programming and better serve those experiencing homelessness.

- \$46,393,709 was awarded as part of the US HUD's annual FY 2023 Continuum of Care Program (CoC). The award funded 44 renewal projects and 2 new CoC projects totaling more than \$1.5 million, including:
  - **Citrus Health Youth Housing Program Expansion**  
Expanded access to housing and services for 20 youth and young adults experiencing homelessness, ages 18 to 24. Youth have the option of time-limited transitional housing and be able to live semi-independently in a dorm-like setting or opt for independent living in the community.
  - **Carrfour Supportive Housing's Casa Matias Expansion**  
Fourteen (14) additional units of supportive housing for persons experiencing homelessness.
- A record \$5.2 million in State funding, included the following:
  - \$554,547.94 in new funding for persons experiencing unsheltered homelessness. The Homeless Trust will use this funding to provide enhanced housing navigation and diversion services.
  - \$1 million for acquisition and renovation, which will be used to acquire eight (8) units of housing for single adults
  - Recurring special appropriations, including \$175,000 to offset cost of the Lazarus Specialized Outreach Project, and \$562,000 for Housing First for Persons with Special Needs, a bridge housing program focused on housing and stabilizing high need unsheltered single adults.
- A compromise with the City of Miami Beach following the removal of the Food and Beverage measure from the General Election ballot, which will provide dedicated funding

from Miami Beach to the CoC in an amount not less than \$4 million annually through 2039.

- A \$5 million grant from the Bezos Day 1 Families Fund, the largest philanthropic gift ever received by the Homeless Trust. The funds will be used for crisis housing, short- to medium-term rental assistance and the acquisition and renovation of Permanent Supportive Housing for families with minor children.
- Other grants and philanthropic gifts were received, including a recurring \$50,000 from the Village of Bal Harbour, and \$104,462 collected as part of the Ending Homelessness Fund with the Miami Foundation.

## **HOUSING ACCELERATION**

An Action Plan was developed to prevent the criminalization of homelessness following the passage of new state legislation banning public camping and sleeping. The Action Plan calls for scaling up housing options for persons experiencing homelessness. Among the action steps underway are the following:

- Development and deployment of a web-based training tool and standard operating procedures to be used by law enforcement and other municipal partners to streamline the deployment of homeless outreach teams to reported areas of concern
- Six viable sites to scale up additional temporary housing, including the introduction of a Navigation Center(s), adding in excess of 400 new beds
  - Homeless Assistance Center South (80)
  - Riverside House North (45)
  - Better Way Navigation Center (80)
  - Bridge Housing East (up to 150)
  - NW Dade Navigation Center (30)
  - The Salvation Army (46)
- Creation of Housing Navigation and Diversion teams to divert households from the shelter system and expedite housing placement
- Acquisition and adaptive re-use to create new Permanent Supportive Housing for vulnerable households
  - *Hideaways by the Bay/Hope Harbor*  
On September 17, 2024, a hotel to housing conversion project was approved by the Board of County Commissioners, a culmination of more than two years of effort. The proposed project will provide 107 studio apartments to vulnerable seniors 55+. Closing is expected before December 31, 2024.
  - *Village at Old Cutler*  
On September 24, 2024, a private developer conveyed 10 newly developed one-bedroom units to the Homeless Trust as part of the partnership that was first forged in 2019. The project is expected to be operational in FY 22-23, the Homeless Trust secured a non-profit partner to manage and maintain the asset and provide case management and other services to clients referred.

- *Wynwood Norte*  
A purchase and sale agreement for eight (8) – one-bedroom units is pending approval from Miami-Dade County Board of County Commissioners. An item is expected before the BCC in the second quarter of 2024.
- *Blue Village*  
A professional design services contract is in place to re-envision a former youth forensic facility in western Miami-Dade to create at least 120 single room occupancy units of permanent housing for single adult men.
- Expansion and leveraging of existing housing to create additional Permanent Supportive Housing set-asides for vulnerable households.
  - Residences at Sawyer’s Walk (64)  
An affordable, senior apartment building in the Overtown District of Miami, which includes studio, one- and two-bedroom units.
  - Alto Tower (42)  
New affordable housing tax credit development with set-asides for at least 42 households referred by the Homeless Trust. This includes studio, one and two-bedroom units. Lease-up expected in February 2025.
  - Public Housing Set-Asides (100)  
Coordinated referrals of newly rehabilitated units of public housing.
- Local and state advocacy to encourage more units of housing for vulnerable populations, more financial resources to the Continuums of Care, and strengthening of civil commitment law to further assist persons self-neglecting on the streets.

Housing Pipeline

Affordable housing developers receiving funding through Florida Housing Finance Corporation signed referral agreements with the Homeless Trust providing the CoC access to Extremely Low Income (ELI) units for clients experiencing homelessness. The table below outlines units that are in the development pipeline, with agreements highlighted in red signed in FY 23-24 and lease up occurring properties highlighted in blue.

DEVELOPMENT	ADDRESS	# OF UNITS	DEVELOPER	MOU DATE; LEASE-UP PROJECTION
Citadelle Village	181 NE 82 Street, Miami, FL 33138	8	Chapman	Revised 07/10/23;
Cutler Manor II	11850 S.W. 216th St. Miami, Florida 33170	20	POAH	Revised 01/25/23;
Eleven44	1144 Marseille Drive, Miami Beach 33141	2	HACMB	Signed 01/21/22
The Heron	1158 Marseille Drive, Miami Beach 33141	4	HACMB	
Heritage Village South	On SW 270th Street, northeast of the intersection of SW 270th Street and SW 142nd Avenue, Miami, FL 33032	15	Atlantic Pacific	Approved 12/12/23; 3 <sup>rd</sup> Quarter of 2025

Liberty Square IV	1415 NW 63 St., Miami, FL 33147	9	Related Urban	Signed 11/12/20
Lulav Square	620 Lenox Ave, Miami Beach 3319	14	Affordable Housing Solutions Florida	Signed 01/13/23
Northside Transit Village III	NW 32 Ave. @ inters. NW 79 St., Miami, FL 33147	16	Atlantic Pacific	Approved 11/30/24; Feb. 2025
Old Cutler Village II	SW side of the intersection between SW 216th Street and 104th Court, Miami, FL 33156-4233	9	Pinnacle Communities	Approved 12/07/23
Perrine Apartments II	On Homestead Ave, southwest of the intersection of W Evergreen St and Homestead Ave, Miami-Dade County Homestead, FL 33157	21	Atlantic Pacific	Approved 09/12/23; 2026
Quail Roost Transit Village II	10235 Southwest 186th Street, Miami, Florida 33157	10	Atlantic Pacific	Approved 09/12/23; 2026
Quail Roost Transit Village V		9	Atlantic Pacific	Signed 10/03/24; 2026-2027
Residence at SOMI Parc	5961 SW 68 St. South Miami, FL 33143	15	Related Urban	Approved 12/01/01; units leased up by PHCD
Metro South Senior Apt.	6101 Sunset Dr, South Miami, FL 33143	10	Beneficial Communities	Approved 01/25/23 (leased up by another referral entity prior to signing)
Superior Manor II	2349 NW 51 <sup>st</sup> Street, Miami, FL. 33142	4	New Urban Development	Approved 01/29/21;
Village Carver II	495 NW 71st Street, Miami Florida 33150	10	BHG	Approved 01/20/23
Vista Breeze	165-185 & 280-300 S. Shore Dr. Miami Beach, FL 33141	15	Atlantic Pacific	Signed 12/06/22; Qtr 3 of 2025
Wynwood Works	2035 North Miami Ave., Miami, FL 33127	6	Magellan	Signed 12/20/18; January 2025

Yaeger Plaza	1177 NW 62 Street, Miami, FL 33150	9	Integral	Approved 10/10/24
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Red: New units in the pipeline in FY 2023-2024

Blue: Units leased up in FY 2023-2024

Goal: Add 1,000 new units of extremely affordable and supportive housing dedicated to the CoC to effectively respond to create pathways to permanent housing for those in shelters or on the streets.

#### Housing Central Command

The Homeless Trust joined the Housing Central Command (HCC) initiative to more effectively move households directly from the streets to housing, and systematically decommission encampments. HCC, part of US HUD technical assistance, employs emergency management practices to reduce unsheltered homelessness. The Homeless Trust was hand selected to participate in this initiative after receiving a special \$21 million US HUD grant. As part of the initiative, the Homeless Trust developed the following:

- Created a customized Housing Needs and Preference Tool to standardize client matching
- Created a custom assessment to track milestones and challenges in housing referrals
- Implemented a Lead Navigator program to address complex cases and provide specialized assistance; collaborative problem-solving to overcome obstacles
- Implemented landlord incentives and eviction settlement programs to encourage housing stability to proactively address systemic barriers faced by those experiencing homelessness
- Developed technology in partnership with Jackson Health System Population Health to strengthen discharge planning for high system utilizers. The CoC obtains real-time notifications when clients are admitted and can leverage hospital staff to facilitate housing placement
- Improved centralized housing inventory to ensure efficient allocation and tracking
- Enhanced, ongoing coordination meetings to ensure alignment and address emerging challenges in real-time
- Centralized housing inventory management providing a clear overview of available units, facilitating efficient allocation and tracking
- Collaboration conversations with Public Housing Agencies to adopt waivers which expedite admissions of persons experiencing homelessness

#### Youth and Young Adult Homelessness

Following a competitive solicitation and the development of a Coordinated Community Plan to Prevent and End Youth Homelessness, six new youth-focused housing and services projects totaling approximately \$3.9 million will come online in 2024-2025.

1. *Youth Coordinated Entry Program (Educate Tomorrow)*  
A Coordinated Entry project to enhance the youth-specific Homeless Helpline to ensure unaccompanied persons can navigate the community's network of youth-focused shelters, host homes, transitional and permanent housing resources.
2. *Youth Success Program (Educate Tomorrow)*  
An array of supportive services to help youth and young adults experiencing homelessness navigate complex systems and manage crises through counseling and support.
3. *Project Safe House at Rainbow Road (Pridelines)*  
Joint Transitional Housing: Rapid Rehousing focused on serving 37 LGBTQ+ and BIPOC youth estranged from their original support systems. The project will provide low barrier housing to help youth transition into independent, stable living.
4. *Shift for Youth (Health Council of South Florida)*  
Joint Transitional Housing: Rapid Rehousing for 35 households, including those with HIV. The program will include peer support to serve as role models and advocates.
5. *Cuuko (Citrus Health Network)*  
Rapid Rehousing in a shared living model for 28 parenting adults and their children, with services tailored for justice and foster care involved households, victims of sex trafficking, LGBTQIA+ and gender non-conforming households and youth with a co-occurring diagnosis.
6. *Housing Program (Genesis Hopeful Haven)*  
Rapid Rehousing in shared living environment for 32 youth experiencing homelessness with wrap around services to include case management, education and employment support and life skills training.

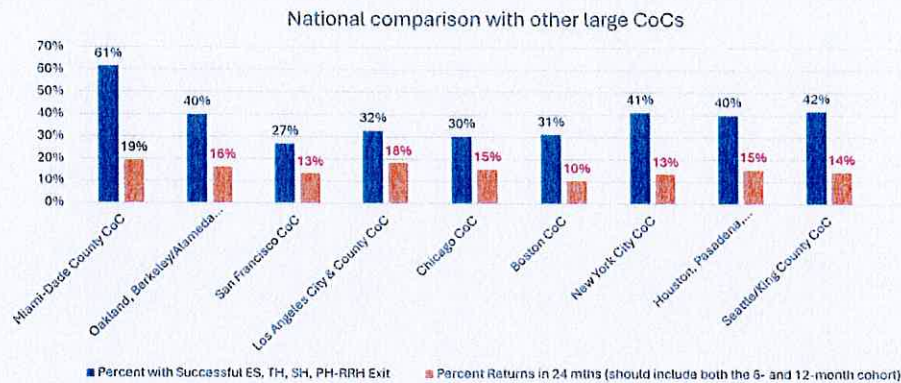
## **STATE OF HOMELESSNESS**

### **System Performance**

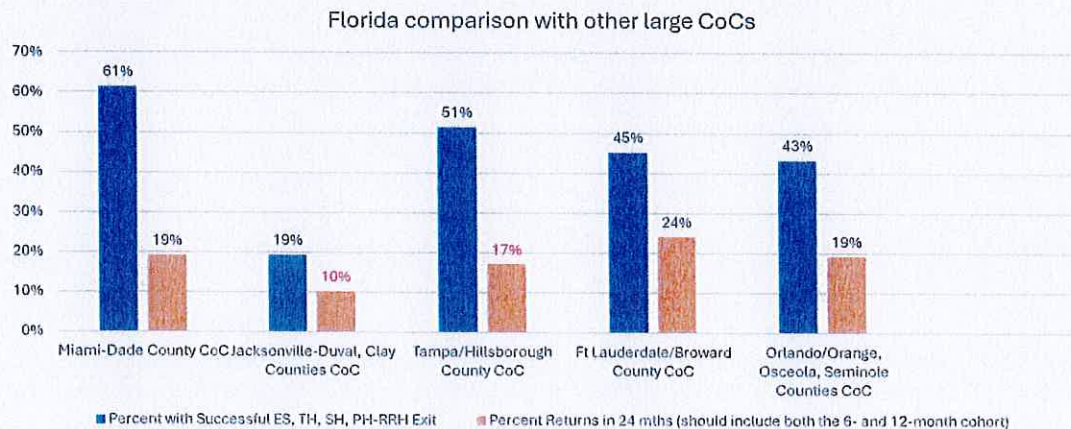
- **Unsheltered Homeless**  
The annual Point in Time count (census) conducted in January 25, 2024, showed a 2-percent reduction in unsheltered homelessness.
- **First Time Homelessness**  
Impacts from inflation and the local housing crisis are still being felt. First time homelessness between FY 2022 and 2023 was up 7-percent, with 5,459 people becoming homeless for the first time. (HUD will validate FY 2024 data in early CY 2025).
- **Length of Time Homeless**  
The average length of time homeless for all households was 145 days for FY2023. (HUD will validate FY2024 data in early CY 2025).
- **Exits to Permanent Housing and Returns**  
Year-over-year System Performance data indicated exits to Permanent Housing were down from 61-percent to 58-percent, and returns to homelessness up slightly from 19-percent to 20-percent, when comparing FY 2022 and FY 2023. However, the Homeless

Trust continues to outperform other national and state CoCs. Below is a comparison of FY 2022 data as it pertains to exits and returns. (HUD will validate FY 2024 data in early CY 2025).

## Exits to Permanent Destinations & Returns



## Exits to Permanent Destinations & Returns



- **Retention in Permanent Supportive Housing**

Permanent Supportive Housing retention, the evidence-based practice for addressing chronic homelessness, remained very strong at 99-percent retention by FY 2023. (HUD will validate FY 2024 data in early CY 2025).

- **Persons Served**

- 12,605 homeless adults and children were served in emergency, transitional or permanent housing in FY 23-24.

- 7,921 homeless adults and children were served in emergency housing and transitional housing.
  - 7,958 formerly homeless adults and children were served or placed into permanent housing
- **Sub-populations served:**
  - 1,018 Veterans
  - 1,471 Families with minor children
  - 3,934 Seniors (55+)
  - 412 Unaccompanied Youth (18-24)
- 49,217 contacts were made by Homeless Trust contracted outreach teams
- **Data Quality**  
CoC data quality remains strong with 100-percent bed coverage, meaning all CoC providers with programs dedicated to homelessness are participating in the Homeless Management Information System; and few exits within the CoC are to destinations unknown.

## **INITIATIVES AND ACTIVATIONS**

### **New Partnerships**

- As part of a Memorandum of Understanding (MOU) signed in August 2024, Chapman Partnership is providing post housing supportive services to more than 400 Emergency Housing Voucher (EHV) holders to ensure housing stability. The 481 EHV vouchers dedicated to persons experiencing homelessness were made available by Miami-Dade Public Housing and Community Development to the Homeless Trust as part of the American Rescue Plan Act (ARPA).
- The Public Health Trust and Homeless Trust are sharing data to improve patient care coordination and population health outcomes for homeless patients. The Homeless Trust has dedicated units of permanent housing for up to 20 high system utilizers with the goal of creating housing stability and reducing healthcare costs for clients who intersect with both systems. An MOU was signed in August 2024.
- The Children’s Trust, Miami Homes for All (MHFA) and the Homeless Trust renewed a Funders’ Collaborative to accelerate housing placement for families and unaccompanied youth experiencing homelessness. MHFA recruited landlords and cultivated cross sector partnerships to ensure stable housing of 127 youth and families using web-based technology procured by the Homeless Trust.

### **Extreme Weather**

- 237 people were placed into overflow beds in CoC shelters in anticipation of dangerous weather conditions related to Hurricane Milton

- Extreme heat resulted in 60 Heat Advisories, and 1 Excessive Heat Warning. In coordination with the County's Chief Heat Officer, Office of Resiliency, and generous donors, street outreach teams passed out 20,191 bottles of water, 895 neck gaiters, 968 cooling towels, 154 hats, 268 units of sunscreen and 1,451 electrolyte packets. Homeless only cooling centers were also activated with persons transported upon request.
- Cold weather procedures were activated six times, with a total of 388 placements.

## **QUALITY IMPROVEMENT**

- **Project Monitoring**
  - Over 30 projects were monitored utilizing eight (8) Homeless Trust monitoring tools, and technical assistance was provided to ensure compliance with all CoC standards, policies, procedures, and HUD regulations.
- **Policy Development**

In an effort to improve housing and service delivery, the Homeless Trust also developed or revised the following policies in FY 2023-2024, including:

  - Homeless Outreach Standards of Care and Field Manual
  - People with Lived Experience Remuneration Policy
  - Violence Against Women Act Policy and Procedures
  - Incident Reporting Policy and Procedures
  - Homeless Management Information System Data Quality Standards
  - Orders of Referral to Permanent Housing
  - Learning Management System/Training Processes for CoC Service Providers
  - Permanent Supportive Housing and Transitional Housing Leasing Guidelines
  - Extreme Heat Response and Recovery Policy and Procedures
  - Updates to Community Plan to End Homelessness: Priority Home
- **Training**

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

  - Pre-Critical and Critical Time Intervention
  - Legal Services for Refugees and Immigrant Community – Catholic Legal Services
  - Excessive Heat
  - Homeless Management Information System
  - Admission Housing Search Platform
  - Move-In Kit Training
- **Professional Growth**

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

  - National Alliance to End Homelessness Leadership Council
  - Florida Coalition to End Homelessness
  - Florida Housing Coalition
  - Behavioral Health Advisory Board
  - Miami-Dade Addiction Service Board
  - Thriving Mind South Florida

- Dade-Miami Criminal Justice Council
- Miami-Dade HIV/AIDS Partnership
- United Way's Emergency Food & Shelter Program Board
- Health Equity Office Advisory Committee
- Florida Commission on Mental Health and Substance Abuse

## **PUBLIC EDUCATION AND AWARENESS**

- **Community Outreach and Engagement**

The Homeless Trust continued to proactively engage organizations within the community to discuss homelessness and the system of care in Miami-Dade, including the following:

- Urban Land Institute
- NAACP
- South Florida Regional Planning Council
- Florida TaxWatch
- Florida Association of Counties
- The Children's Trust
- Florida Department of Children and Families
- Miami-Dade County Association of Chiefs of Police

- **Communications**

- Homeless Awareness Day (HAD), the largest event of its kind in the nation, highlights the critical efforts being made in Miami-Dade County to combat homelessness. HAD events included:
  - 1<sup>st</sup> Annual Sprint for Seniors Bed Race Downtown Miami with 15 teams participating; \$6,000 raised to provide essential items like bedding and household goods to unsheltered individuals 55 and older.
  - More than 900 students from 22 different Miami-Dade County schools and another 150 students from the 5000 Role Models program gathered at St. Thomas University for a pep rally designed to foster greater understanding and empathy for individuals experiencing homelessness
  - Fifty-two schools and community-based organizations hosted 40 sock drives and 21 toiletry drives. All collected items support housing insecure youth and individuals in emergency shelters.
  - Secured new partnership with The Bass Museum to co-brand the Trust's annual poster and essay contest resulting in more than 200 entries and a Teen Artist exhibition at The Bass Museum.
- The Homeless Trust grew its social media presence. Instagram followers increase 22% year-over-year; Facebook saw a 14% increase. Instagram impressions grew from 2,902 to 15,793 – a 444% increase. Facebook grew from 4,959 to 61,838 – a 551% increase.

### **Other**

- Homeless Trust Chairman Ronald L. Book was nominated for a 2024 Nobel Peace Prize

- Carrfour Supportive Housing recognizes the Homeless Trust at its 30<sup>th</sup> Anniversary event
- Homeless Trust Chairman Ronald L. Book was bestowed the Lifetime Achievement Award at 36<sup>th</sup> Annual National Philanthropy Day


**MIAMI-DADE COUNTY  
HOMELESS TRUST**
**FY 2024-2025 State of the County Highlights  
(Category: Health and Human Services)**
**RESOURCE MAXIMIZATION**
**New and Renewal Funding**

A record \$44.3 million was collected through the Food and Beverage Penny Program in FY 2024-2025, a year over year increase of 18.3%. Miami-Dade County's Regulatory and Economic Resources Department initiated a campaign to broaden compliance, strengthen taxpayer engagement, and capture new sources of revenue, after assuming the collections function from the Tax Collector, which became its own constitutional office.

Our current US HUD CoC awards exceed \$63 million. \$53.6 million was awarded to the Homeless Trust as part of the USHUD's annual FY 2024 Continuum of Care Program (CoC). The award funds 32 projects, including permanent housing, rapid rehousing, joint transitional housing/rapid rehousing units, street outreach and a planning grant. 84% of the Homeless Trust's portfolio is supportive housing assisting 2,096 households (3,100 individuals) who were formerly homeless, all with disabling conditions upon entry.

\$10 million in surplus funding from the Miami Beach Redevelopment Agency (RDA) was provided to the Homeless Trust to construct and operate housing for households experiencing homelessness. The allocation was part of a compromise forged by Miami-Dade County Commissioner Eileen Higgins, after Miami Beach elected officials pulled a ballot measure that would have allowed residents to opt into participating in the Food and Beverage Penny Program. The RDA agreement will also provide at least \$4 million and up to \$5 million to the Homeless Trust annually from municipal tax proceeds through 2039.

\$2.6 million was awarded to the Homeless Trust through the City of Miami's Miami for Everyone Program. The funding provided short-term housing to address unsheltered homelessness.

The Bezos Day 1 Families Fund granted \$5 million to the Homeless Trust as part of its 2024 leadership awards supporting organizations helping families experiencing homelessness. Funding was allocated as follows:

- \$3,000,000 for Rapid Rehousing (short- to medium-term rental assistance with supportive services) and relocation assistance
- \$1,500,000 for the acquisition and renovation of Permanent Supportive Housing (non-time limited rental assistance with supportive services)

- \$500,000 to support the hotel program, which is used for the placement of homeless households when all emergency shelters are full to ensure no families sleep on our streets

Special appropriations during the FY 2025 Florida Legislative Session furthered efforts to continue health-focused specialized outreach, interim housing for high utilizers of the public health system, and permanent housing for vulnerable families with minor children.

- \$475,000 to acquire and renovate housing for families experiencing homelessness
  - \$281,000 for bridge housing and services for persons with special needs
  - \$97,081 for specialized outreach for hard to serve homeless households
- The Homeless Trust worked with Chapman Partnership to secure a \$500,000 gift from the Carol Marie Weber Family Foundation to establish the Carol Marie Weber Educational Center at the Downtown Miami Homeless Assistance Center.
  - The Homeless Trust's Ending Homeless Fund with the Miami Foundation continued to grow with a total balance of \$104,462, including an unsolicited donation of \$25,000.

## **Capital Acquisition and Renovation Projects**

### *Hideaway Bay*

Lease up continues at Hideaway Bay, the 107-unit hotel to housing conversion in Cutler Bay serving senior citizens with histories of homelessness. The property was acquired in January 2025, with financial support from the City of Miami HOME-ARP and Miami-Dade County HOMES funding. New flooring, signage, parking lot resurfacing and curbing, and kitchenette installation are among the completed or planned improvements.

### *Blue Village*

Permitting was completed in 2025, and renovations are planned at Blue Village, a former youth forensic facility that is being re-envisioned to provide housing for at least 112 men with histories of homelessness. The facility was acquired in January 2023.

### *Wynwood Norte*

Renovations are nearly complete on an 8-unit property the Homeless Trust acquired in March 2025 to serve formerly homeless households. The acquisition was made possible, in part, from a \$1,000,000 special appropriation made during the FY 2024 Florida Legislative Session.

### *Orchard Villa*

The City of Miami conveyed a 6-unit property and \$600,000 in Community Development Block Grant (CDBG) funding to the Homeless Trust to renovate a property to provide affordable housing for families with histories of homelessness. Improvements are expected to commence in FY 2025-2026.

The Homeless Trust also made strategic investments in projects led by non-profit providers within the Continuum of Care.

### *Navigation Center*

A partnership with non-profit Better Way of Miami will reenvision a former thrift store into an 80-bed navigation center. Navigation centers are a type of homeless shelter designed to be more accessible and welcoming to people who might be hesitant to go to traditional shelters. Navigation centers have fewer barriers to entry, more flexible services, and a low-barrier, high support approach. Permitting is nearly complete with renovation expected to be complete in the 2<sup>nd</sup> quarter of 2025.

### *Emergency Shelter Bed Expansion*

The Salvation Army is reenvisioning its existing facility to add 84 emergency shelter beds, with the help capital improvement funds from the Homeless Trust. A new design will consolidate women, families and administrative spaces on the second floor, free up space on the first floor to provide additional short-term capacity for single adult men.

### *Verde Gardens Capital Improvements*

A state-of-the-art security system was installed at Verde Gardens to ensure the safety of formerly homeless residents. High-definition cameras now feed directly into the Miami-Dade Sheriff's Office's (MDSO) Real Time Crime Center (RTCC). The camera feeds will assist the Homeless Trust and police in our efforts to deter and solve crime and make the surrounding community safer. License plate readers were added as well. Verde Gardens is 145 units of Permanent Supportive Housing in Homestead for formerly homeless families with minor children.

## **Housing and Health Partnerships**

### *Enhanced Outreach*

New projects got off the ground in FY 2024-2025, which are designed to better assist persons who are both homeless and frequently use public health and behavioral health services.

- A data sharing agreement with Jackson Health Systems is electronically flagging homeless clients who high utilizers of hospital services as they enter the public hospital system. Clients are immediately connected with a homeless outreach team and prioritized for outplacement services. The partnership has helped to 1) coordinate care through a warm hand-off 2) re-establish contact with homeless clients who were previously hard to reach 3) support long-term housing stability through a health and housing partnership. Pre- and post-intervention costs of the first 6 clients served show an overall 35% reduction in public health system costs.
- A discharge planning agreement was signed with the Florida Department of Corrections (FDOC) in May 2025. Discharge planning between the Homeless Trust and institutions such as the county jail, area hospitals and crisis units, first began in 2008, but until this year FDOC had not been a formal discharge partner.

- A \$1.2 million commitment was made to the Miami Center to the Mental Health and Recovery. The first of its kind facility was designed to provide a comprehensive system of care for individuals with serious mental illnesses and substance use disorders who frequently cycle through the criminal justice and other acute care treatment systems.

The Homeless Trust continues to review acquisition opportunities, including adaptive reuse projects, to create housing for those experiencing homelessness.

### **State Law Prohibiting Overnight Camping and Sleeping Action Steps**

Fiscal Year 2024-2025 brought a renewed sense of urgency to addressing unsheltered homelessness. A new state law (HB1365), which prohibits overnight camping and sleeping on public property, took effect making Miami-Dade County and its cities potentially liable to civil action for failing to respond timely to official complaints.

In an effort to foster enhanced collaboration with county agencies and municipalities and to ensure a timely response to reported encampments, in January 2025, the Homeless Trust, with support from the Communications, Information and Technology Department, introduced a new Homeless Reporting Tool (HRT), and drafted sample policies and procedures for municipal police departments to use in response to the new state law. The web-based HRT provides an immediate connection with Homeless Trust-funded mobile Outreach teams who have been assigned geographic zones across Miami-Dade County to serve as “first responders” following any complaint received. These Outreach teams engage individuals – allowing us to assist homeless individuals humanely and resolve community concerns, without the criminalization of the homelessness. The teams also coordinate site remediation efforts when an encampment is closed with partner agencies. The below chart identifies team assignments across the entire geographic area of Miami-Dade.

As of September 30, 2025, 383 unduplicated reports were entered in the HRT, of which 39 were entered as “official” reports. 254 users have been granted HRT access, including representatives from 16 police departments and multiple internal and external partner organizations, all of whom have been provided training and resource materials. This includes:

- Miami Gardens PD
- Miami Shores PD
- Pinecrest Police PD
- Homestead PD
- Bal Harbour PD
- Miami Springs PD
- South Miami PD
- Doral PD
- Sweetwater PD
- Sunny Isles PD
- Hialeah PD
- Hialeah Gardens PD
- North Miami PD
- NMB PD
- Miami PD
- Miami-Dade Sheriff's Office
- SFWMD
- FDOT
- DSWM
- RER
- DTPW
- PROS
- PIOD
- 311

Additional engagement with municipal police departments continues.

**Short-Term Housing Solutions**

Short-term housing capacity saw ups and downs in FY 2024-2025. Programs with Camillus House and the Bikini Hostel came to an end, but capacity began to rebound mid-year. The Salvation Army added 46 shelter beds, and an additional 82 shelter beds came online October 1, 2025, following a competitive solicitation. Chapman Partnership added another 8 beds at the Trust's Homeless Assistance Center in Homestead. Subsequent to the solicitation, another 20 emergency shelter beds were made available at The Salvation Army.

Plans were also set in motion to add additional short-term capacity at The Salvation Army through a \$1.1 million capital investment from the Homeless Trust, putting another 84 beds in the pipeline. Through a special appropriation from the State of Florida, another 38 specialized beds for hospital discharges or persons with severe mental illness were created at The Salvation Army. The City of Miami Beach continued to also provide \$125,000 to the Homeless Trust for a set-aside of up to 15 beds made available by the Homeless Trust at Riverside House.

1,517 crisis beds are funded by or through the Homeless Trust.

		<b>2025-2026</b>
Sundari Foundation	Lotus House	400
Miami Rescue Mission	Hands Up Program	110
Salvation Army	Salvation Army	139
Salvation Army	Salvation Army Expansion	20
New Hope CORPS	New Hope Pathways	10
Riverside House	Emergency Housing for Homeless Individuals	30
Chapman	North	500

Chapman	South	308
		<b>1,517</b>

An additional 200 crisis beds are in the pipeline.

		<b>Pipeline</b>
Chapman	South	36
Salvation Army		84
Better Way of Miami		80
		<b>200</b>

Efforts continue to scale up short-term capacity in light of the anti-camping state law.

#### Long-term Housing Capacity

Beginning in FY 23-24, the Homeless Trust set a goal to add 1,000 new units of extremely affordable and supportive housing dedicated to the Continuum of Care to create pathways to permanent housing for those in shelters and on the streets. Units are created through Homeless Trust acquisition, as well as set asides made available by developers through Florida Housing Finance Corporation. To date, 326 project-based units have come online. Another 377 are in the pipeline, for a total of 703. Below is a detailed snapshot.

DEVELOPMENT	# OF UNITS	DEVELOPER	Activation Date
Village at Old Cutler	10	Homeless Trust	September 2024
Wynwood Norte	8	Homeless Trust	April 2025
Hideaway Bay	107	Homeless Trust	January 2025
Mia Casa	65 (128 persons)	Homeless Trust	January 2023
Alto Tower	42	Blue Sky/CASL	March 2024
Citadelle Village	8	Chapman	MOU revised 07/10/23
Cutler Manor II	20	POAH	MOU revised 01/25/23
Eleven44	2	HACMB	MOU signed 01/21/22
The Heron	4	HACMB	
Heritage Village South	15	Atlantic Pacific	MOU signed 12/12/23; Est. Q4 of 2026
Lulav Square	14	Affordable Housing Solutions Florida	MOU signed 01/13/23
Northside Transit Village III	16	Atlantic Pacific	MOU approved 11/30/24; lease up April 2025
Old Cutler Village II	9	Pinnacle Communities	Approved 12/07/23

Perrine Apartments II	21	Atlantic Pacific	MOU approved 09/12/23; Est. Q4 of 2026
Quail Roost Transit Village II	10	Atlantic Pacific	MOU approved 09/12/ 23; referrals underway for January 2026 occupancy
Quail Roost Transit Village V	9	Atlantic Pacific	Signed 10/03/24; Q3 of 2026
Residence at SOMI Parc	15	Related Urban	MOU approved 12/01/01; units leased up by HCD
Metro South Senior Apt.	10	Beneficial Communities	MOU approved 01/25/23; (lease up by another referral entity prior to signing)
Superior Manor II	4	New Urban Development	MOU approved 01/29/21
Village Carver II	10	BHG	MOU approved 01/20/23
Vista Breeze	15	Atlantic Pacific	Signed 12/06/22; Qtr. 3 of 2025; referrals underway
Wynwood Works	6	Magellan	Signed 12/20/18; Leased up January 2025
Yaeger Plaza	19	Integral	MOU signed October 2024
Dr. Marvin Dunn Manor	9	Stone Soup Development	MOU signed July 2023
Redwood Holdings I	CP 17	Redwood Development Co	MOU signed July 2023
Orchard Villa	6	Homeless Trust	Conveyance approved August 2025
Blue Village	96 (112)	Homeless Trust	Fully permitted in FY 24-25
Harvest Phase 1	Point 15	POAH	MOU signed August 2025
Acruva Community FL12	8	Acruva Community Developers	MOU signed July 2025
Flon Estates	14	Magellan Housing	MOU signed July 2025

<b>Residences at the Carver</b>	6	Atlantic Pacific	MOU signed July 2025;
<b>Towne Villas I</b>	9	St. John CDC	MOU signed June 2025
<b>Perrine Village I</b>	8	Atlantic Pacific	MOU signed May 2025
<b>Towne Villas II</b>	14	St. John CDC	MOU signed June 2025
<b>Culmer Place V</b>	29	Atlantic Pacific	MOU signed May 2025
<b>Quail Roost V</b>	19	Atlantic Pacific	MOU signed October 2024; Est. 2027
<b>Casa Matias</b>	14	Carrfour Supportive Housing	Lease up began December 2024

\*Units operational

## STATE OF HOMELESSNESS

### System Performance

- **Unsheltered Homelessness**

The Homeless Trust achieved a 17-percent year-over-year reduction in unsheltered homelessness, according to the results of the 2025 January Point-in-Time (PIT) Census. The census recorded 858 unsheltered individuals, down from an already low 1,003 in the prior year. Overall, the total number of sheltered and unsheltered individuals enumerated was 3,728 individuals, an overall reduction in homelessness of 2-percent, with 77-percent of Miami-Dade homeless population sheltered.

- Additional findings from the 2025 PIT Census include:
  - 2% decrease in the number of chronically homeless individuals.
  - 14% reduction in the number of family households experiencing homelessness.
  - 64% increase in parenting youth households (ages 18-24), rising from 61 to 100 individuals.
- Significant decreases in unsheltered homelessness were recorded across all regions:
  - City of Miami: 13% decrease in unsheltered homelessness
  - City of Miami Beach: 31% decrease in unsheltered homelessness
  - South Miami-Dade County: 43% decrease in unsheltered homelessness
  - North Miami-Dade County: 6% decrease in unsheltered homelessness

- **First Time Homelessness**

For the second year in a row, first time homelessness was up. In 2024-2025, the Homeless Trust engaged with 7,783 homeless individuals (+.73%) for the first time with 5,772 entering emergency shelter, transitional housing or permanent housing (+5.73%).

- **Length of Time Homeless**

The average length of time homeless for all households was 160 days for FY 2024.

- **Exits to Permanent Housing and Returns**

Exits to Permanent Housing were down from 58% to 48%. However, exits directly from the streets to Permanent Housing were up from 19-percent to 20-percent.

- **Retention in Permanent Supportive Housing**

Retention in Permanent Supportive Housing remained strong at 98%.

*HUD will validate FY 2025 data in early CY 2026.*

The Trust continues to outperform other large Continuums Care in key HUD System Performance Measures.

- **Persons Served**

- 12,213 homeless adults and children were served in emergency, transitional or permanent housing in FY 24-25.

- 7,462 homeless adults and children were served in emergency housing and transitional housing.
- 8,118 formerly homeless adults and children were served or placed into permanent housing.

- **Subpopulations Served**

- 1,018 Veterans
- 1,471 Families with minor children
- 3,934 Seniors (55+)
- 412 Unaccompanied Youth (18-24)

- 49,217 contacts were made by Homeless Trust contracted outreach teams

## **INITIATIVES AND ACTIVATIONS**

### **Extreme Weather**

- Cold weather procedures were activated twice in FY 24-25, with a total of 363 placements.
- Extreme heat procedures were activated in response to 11 advisories issued by the National Weather Service.
- 237 placements were made into emergency shelters as Hurricane Milton threatened in October 2024

## QUALITY IMPROVEMENT

- **Project Monitoring**
  - Over 50 projects were monitored utilizing eight (8) Homeless Trust monitoring tools, and technical assistance was provided to ensure compliance with all CoC standards, policies, procedures, and HUD regulations.
- **Policy Development**

In an effort to improve housing and service delivery, the Homeless Trust also developed or revised the following policies in FY 2023-2024, including:

  - Youth Specific Coordinated Entry Standards of Care
  - Miami-Dade County Community Homeless Plan: Priority Home Update
  - Project Based Rental Assistance Guidelines
- **Competitive Solicitations**

The Homeless Trust oversaw major solicitations to select providers of homeless housing and services, including:

  - Food and Beverage Funded Services (every 3 years)
    - Outreach and Specialized Outreach
    - Outreach to Coordinate Discharge Planning (jail, hospitals, crisis centers)
    - Emergency Shelter, including hotel/motel for families with minors
    - Rapid Rehousing
    - Permanent Supportive Housing
    - Homeless Prevention
  - State of Florida Unified Homelessness Grant (annual)
    - Challenge Grant
    - Temporary Assistance for Needy Families
    - Emergency Solutions Grant
    - Special Appropriations for Specialized Outreach and Bridge Housing for Special Needs Persons Experiencing Homelessness
  - US HUD Continuum of Care Program Competition (annual)
    - Street Outreach
    - Joint Transitional Housing: Rapid Rehousing
    - Rapid Rehousing
    - Permanent Supportive Housing
  - Fiscal Agent
    - Administer rental assistance contained within the USHUD Continuum of Care Program portfolio (pay rents, conduct inspections and perform other financial duties). The goal is pool rental assistance funds to serve more households, prevent lapse and reduce cash flow concerns of non-profits)

- The Trust also helped support the solicitations of partner agencies:
  - FY 2024 Miami-Dade County Home Investments Partnership Program (HOME) and Emergency Solutions Grant
  - Miami-Dade County FY 2025 SURTAX/State Housing Initiatives Partnership Program (SHIP)/HOME
- **Training**  
 The Homeless Trust hosted and/or led a number of training opportunities for CoC providers, including:
  - Diversion Standards and Practice
  - Coordinated Entry System Policy and Administrative Requirements
  - Leveraging Mainstream Benefits
  - Understanding System Performance Measures
  - Public Housing Agency Process (initial eligibility, reexamination, case conferencing)
  - Opioid Detection and Resources
  - Social Security Process (requesting appointments, online services, third party queries)
  - Housing Opportunity Through Modernization Act (HOTMA) (calculating income, managing assets, and conducting recertifications)
  - National Standards for the Physical Inspection of Real Estate (NSPIRE)
  - Share Your Heart Overview
- **Professional Growth**  
 Homeless Trust leadership continued to participate on numerous boards, including:
  - National Alliance to End Homelessness Leadership Council
  - Florida Coalition to End Homelessness
  - Florida Housing Coalition
  - Behavioral Health Advisory Board
  - Thriving Mind South Florida
  - Dade-Miami Criminal Justice Council
  - Miami-Dade HIV/AIDS Partnership
  - United Way's Emergency Food & Shelter Program Board

## **PUBLIC EDUCATION AND AWARENESS**

- **Community Outreach and Engagement**  
 The Homeless Trust continued to proactively engage organizations within the community and speak to communities outside of Miami-Dade County to solicit feedback and share information about homelessness and the system of care in Miami-Dade, including:
  - Miami-Dade County Budget Town Hall Meetings and Conversations with Cava
  - Domestic Violence Oversight Board

- Florida Supportive Housing Coalition
- City of Dania Beach
- San Diego's East County Transitional Living Center
- Miami Downtown Development Authority
- The Children's Trust
- Greater Miami Chamber of Commerce
- Miami Homes for All
- Veterans Stand Down
- Downtown Neighbors Alliance
- Governor of Hawaii
- Miami Lakes Citizens Advisory Committee
- Gragny Homeowners Association
- Urban Institute

- **Communications**

### **Homeless Awareness Day**

The Homeless Trust's signature event, Homeless Awareness Day, (HAD), continued to grow in 2025. HAD educates the community on the CoC's efforts to address homelessness and activates stakeholders to help us reach an end. Among this year's activations:

- An estimated 15,000 students at 72 schools participated in school sock, bra and hygiene drives. Tens of thousands of items will be delivered back to local emergency shelters and to Miami-Dade County Public School's Project Upstart program.
- A partnership with Miami Dade College's Wolfson on the 2nd Annual Sprint for Seniors Bed Race netted \$9,000 for the Homeless Trust's Ending Homelessness Fund with The Miami Foundation.
- 800 civic-minded students from 22 different public, charter and private schools attended a homeless leadership rally at St. Thomas University. Teachers rated the event a 10 out of 10. Dozens of students plan to lead homeless awareness and give back efforts at their schools.
- Three colleges participated in the first ever "Support the Girls" bra drive, including St. Thomas, Barry University and Miami-Dade College, providing essential undergarments for women experiencing homelessness.
- A "fireside chat" at the Greater Miami Chamber of Commerce's Trustees Luncheon and a state of homelessness panel discussion at Miami Dade College helped reach a wide range of stakeholders, including the business community and higher education students and faculty.
- 30,000 social media views related to Homeless Awareness Day messages gave the Trust its largest social media boost of the year, adding more than 100 new followers.

## MEDIA HIGHLIGHTS

- Outreach to media on topics involving homelessness, including the bi-annual homeless census, extreme heat, shifts in federal policy, and acquisition and renovation projects resulted in three front page cover stories with The Miami Herald, as well as stories with the Associated Press, Tampa Bay Times, Florida Trend, as well as local media from multipole television, radio and print outlets. Among the highlights:
  - [Get with him or get out of his way](#): Ron Book's on a mission from God to end homelessness
  - [Miami Beach commissioners](#) demand shutdown of hostel sheltering over 100 homeless people
  - The [Miami Herald op/ed](#) supported the Homeless Trust on issues surrounding the closing of the Bikini Hostel.

## OTHER NOTABLES

- Young and old came together to celebrate the winners of the annual Homeless Awareness and Sensitivity Poster and Essay Contest. Each year, the Homeless Trust partners with Miami-Dade County Public Schools to solicit and judge entries focused on a homeless theme. Elementary, middle and high school students gathered at the Homeless Trust's bridge housing project for seniors 65 and over to celebrate the winning entries. For the first time, artwork was also displayed at The Bass Museum of Art.