



Miami-Dade County Homeless Trust Business Plan

Fiscal Years: 2025 and 2026*
(10/1/2024 through 9/30/2026)

Approved by:

A handwritten signature in blue ink, appearing to read "V. Mallette".

Victoria L. Mallette, Department Director

A handwritten signature in blue ink, appearing to read "C. Burgos".

Cathy Burgos, Chief Community Services Officer

A handwritten date in blue ink, "7/7/25".

Date

A handwritten date in blue ink, "7/14/25".

Date

Plan Date: July 7, 2025

TABLE OF CONTENTS

DEPARTMENT OVERVIEW	Page 2
Departmental Mission	Page 2
Table of Organization	Page 2
Our Customers	Page 3
Recent Accomplishments	Page 4
 KEY ISSUES	 Page 5
 PRIORITY INITIATIVES	 Page 6
 FUTURE OUTLOOK	 Page 7
 ATTACHMENT 1	 Page 9
BUSINESS PLAN REPORT	

DEPARTMENT OVERVIEW

The Homeless Trust serves as the lead agency for Miami-Dade County’s homeless Continuum of Care (CoC), and is responsible for the oversight, planning and operations of the CoC including:

- Implementing the Community Plan to End Homelessness: Priority Home, which provides a framework for preventing and ending homelessness in Miami-Dade County.
- Serving as the collaborative applicant for federal and state funding opportunities
- Administering proceeds of the portion of the one-percent Food and Beverage Tax, as well as other revenue sources, dedicated to preventing and ending homelessness.
- Administering grants and overseeing operations and fiscal activities for more than 100 housing and service programs operated by more than 20 competitively selected organizations.
- Managing 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.
- Overseeing and managing the bi-annual census
- Developing policy and serving in an advisory capacity to the Board of County Commissioners on issues involving homelessness.

Department Mission

The Miami-Dade County Homeless Trust’s mission is to prevent and end homelessness in Miami-Dade County.

Table of Organization

EXECUTIVE DIRECTOR		
Responsible for the implementation of policies developed by the Board of the Miami-Dade County Homeless Trust, including the utilization of local, state, and federal funds to assist persons experiencing homelessness. Provides leadership, coordination, and administration to the department. Recommends, defines, and monitors operating goals, objectives, and procedures for the Trust and the Department.		
<u>FY 23-24</u>		<u>FY 24-25</u>
11		10

<u>ASSISTANT DIRECTOR</u>	
Manages, and directs all contract monitoring functions. Directs all departmental research and analyses for the implementation of Trust policies. Coordinates competitive procurement processes. Provides overall administrative support.	
<u>FY 23-24</u>	<u>FY 24-25</u>
15	16

Our Customers

The Homeless Trust’s external customers are people experiencing and at imminent risk of homelessness. Twice per year, the Homeless Trust conducts a census of both sheltered and unsheltered persons, which is used to assess homelessness locally and nationally. The Homeless Trust also captures data year-round on households who are encountered and engaged to better understand how people experiencing homelessness move through the system of care. The Trust tracks certain priority sub-populations, including first time homeless, homeless families with minor children, veterans, unaccompanied youth and young adults 18-24, older adults, and chronically homeless households.

As the coordinating entity of homeless housing and services countywide, the Homeless Trust annually conducts a gaps and needs analysis with a wide range of community stakeholders, including persons with lived experience; reviews system and project-level performance; and conducts surveys throughout the year to solicit feedback on client satisfaction. This process helps to identify and evolve strategies and initiatives to further develop and implement Miami-Dade County’s Community Homeless Plan: Priority Home. Priority Home is the Homeless Trust’s framework for preventing and ending homelessness and is aligned with All In: The Federal Strategic Plan to Prevent and End Homelessness and U.S. Housing and Urban Development’s strategic planning goals and homeless policy priorities.

The Homeless Trust strives to offer a menu of housing and service options, prioritizing persons based on factors such as vulnerability and length of time homeless, as the need for assistance exceeds available resources. While there are many contributing and complicating factors related to homelessness, the most fundamental need is access to housing. Decent and safe affordable housing plays a critical role in reducing homelessness and is a social

Departmental Business Plan and Outlook

Department Name: Miami-Dade County Homeless Trust
FY2024-25 & FY2025-26

determinant of health. By connecting people experiencing homelessness to housing and services, they have a platform from which they can address other areas that may have contributed to their homelessness, such as employment, health, and substance abuse. The housing the Homeless Trust develops is not “one size fit all” but tailored to meet the unique needs of the households we serve.

While our primary customers are those experiencing homelessness, the Homeless Trust is also mindful of the impacts that unsheltered homelessness has on the quality of life of all residents. The Homeless Trust regularly works collaboratively with municipalities within Miami-Dade, advocacy groups, and the community at large who intersect with persons experiencing homelessness.

Strategic Alignment, 4E, and Thrive305 Summary

HS1-1 Reduce homelessness throughout Miami-Dade County

Department Key Accomplishments

- The annual Point in Time count (census) conducted on January 23, 2025, showed a 17-percent reduction in unsheltered homelessness and a 5-percent reduction in total homelessness, which includes both sheltered and unsheltered households.
- An action plan was developed to prevent the criminalization of homelessness following the passage of new state law banning overnight public camping and sleeping. The action plan calls for enhancing engagement with homeless persons, as well as agencies and institutions with which they intersect, scaling up short- and long-term housing options and advocating for increased resources. Implementation is ongoing.
- More than 500 new units of housing dedicated to persons experiencing homelessness were leased up or added to the development pipeline in FY 2023-2024. Units were realized through a combination of direct acquisition by the Homeless Trust; collaboration with Public Housing Agencies; partnerships with Florida Housing Finance Corporation and affordable housing developers; and new projects funded through the U.S. HUD’s CoC Program Competition.
- Following the removal of the Food and Beverage measure from the General Election ballot, a compromise was reached with the City of Miami Beach, which will provide dedicated funding to Miami-Dade County to combat homelessness in an amount not less than \$4 million annually through 2039. This success was accomplished with significant support from the leadership of the Board of County Commissioners.
- In September 2024, US HUD approved Miami-Dade’s Coordinated Community Plan to Prevent and End Youth Homelessness, paving the way for a competitive solicitation which resulted in the selection of six new projects to serve unaccompanied youth and young adults ages 24 and younger, including pregnant and parenting youth, experiencing homelessness.

Departmental Business Plan and Outlook

Department Name: Miami-Dade County Homeless Trust
FY2024-25 & FY2025-26

- New technology was developed to strengthen discharge planning for persons experiencing homelessness who intersect with Jackson Health Systems, the largest provider of emergency and crisis health services. The Homeless Trust is:
 - Obtaining real-time notifications when clients experiencing homelessness are admitted to the hospital.
 - Leveraging hospital navigators and realizing improved coordination as it relates to discharge instructions and client resources and supports.
 - Prioritizing unsheltered people who are the highest utilizers of both the homeless and healthcare systems.
- The Homeless Trust was invited to partner with U.S. HUD's Housing Central Command (HCC) initiative to more effectively move households directly from the streets to housing. The initiative resulted in the development of new assessments to better track gaps, needs and milestones, enhanced housing navigation and landlord incentives, and improved housing inventory management.
- 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.

KEY ISSUES

- New federal administration and potential policy changes within the U.S. HUD and the U.S. Department of Health and Human Services that impact homeless programs. Focus is expected to be on treatment and recovery, reducing unsheltered homelessness, reducing returns and increasing earned income for participants.
- New state law banning overnight public camping and sleeping, which includes a provision for civil action against counties and municipalities.
- Unsheltered homelessness, particularly in the cities of Miami and Miami Beach, where homelessness is largely concentrated.
- Continued challenges when seeking to site new facilities, both temporary and long-term, for households experiencing homelessness.
- Continued lack of affordable and supportive rental housing units with priority access for extremely low-income individuals and families experiencing homelessness, including disabled persons.
- High demand for essential workers in the homeless system, including case managers and housing navigators.

Departmental Business Plan and Outlook

Department Name: Miami-Dade County Homeless Trust
FY2024-25 & FY2025-26

- Lack of data sharing between systems that intersect with people experiencing homelessness, including health/behavioral health and criminal justice systems.
- Year over year improvements in Continuum of Care (CoC) system level performance as measured by U.S. HUD. Competitive funding is increasingly tied to System Performance Measures, which include length of time homeless, returns to homelessness, total number of shelter and unsheltered persons, employment and income growth for housed individuals who were formerly homeless, first time homelessness and successful outplacement into permanent housing.
- Managing a growing portfolio of acquired properties and maintaining existing infrastructure to serve those experiencing homelessness.

PRIORITY INITIATIVES

- Further develop and implement action plan to address new state law banning overnight camping and sleeping. Avoid criminalization of homelessness.
 - Take a “No Wrong Door” approach by enhancing outreach and engagement and collaboration with stakeholders who intersect with persons experiencing homelessness; train and onboard no fewer than a dozen new partners, including municipal police departments and internal county departments, on Homeless Reporting Tool
 - Scale up temporary housing solutions.
 - Make better use of existing resources to prioritize persons experiencing homelessness.
 - Invest in new permanent and supportive housing for persons experiencing homelessness, with a focus on disabled persons.
 - Advocate and further engage community leaders and influencers on evidence-based practices to combat homelessness.
- Add units of housing to the development pipeline dedicated for persons experiencing homelessness.
 - Acquire and renovate existing properties.
 - Collaborate with affordable housing developers to increase set-asides and preferences.
 - Collaborate with the four area Public Housing Agencies (Miami-Dade, Hialeah, Miami Beach and Homestead) to leverage vouchers and public housing and implement waivers that expedite housing placement.
 - Leverage resources in partnership with Entitlement Jurisdictions to increase the supply of affordable housing for persons experiencing homelessness.

The Homeless Trust’s FY 2025-26 Proposed Budget and Multi-Year Capital Plan includes funding for a Property Specialist to oversee the Homeless Trust’s assets and ensure compliance with laws, guidelines and standards.

Departmental Business Plan and Outlook

Department Name: Miami-Dade County Homeless Trust
FY2024-25 & FY2025-26

Ensure funding commitments from communities which do not participate in the Local Option 1% Food and Beverage Tax (Miami Beach, Surfside and Bal Harbour) and leverage other public and private funding sources to prevent and end homelessness.

- Through a continuous public process that solicits the feedback of people with lived expertise as well as other stakeholders, promote engagement and review and incorporate new strategies into Miami-Dade's Community Plan to End Homelessness: Priority Home to improve system performance and ensure homelessness is rare, brief and one-time, whenever possible.
 - Continue to seek to integrate data systems from the homeless system, hospitals, jails, law enforcement, crisis stabilization units and other stakeholders to improve collaboration; identify emerging needs and prioritize persons experiencing homelessness for rental assistance and supportive services based on use and costs.
 - Engage new partners to enhance system capacity and improve outcomes.
 - Continue annual system mapping, housing stock analysis, data-driven gaps and needs analysis and system right-sizing.
- Drive continuous system improvement through implementation of newly developed strategies, with an emphasis on:
 - Reducing length of time homeless for sheltered and unsheltered persons
 - Increasing successful exits to permanent destinations for sheltered and unsheltered persons.
 - Preventing returns to homelessness for persons who exit to permanent destinations.

FUTURE OUTLOOK

State anti-camping legislation has brought new urgency to the issue of homelessness but also presents an opportunity to increase collaboration and target resources to improve coordination and increase housing options for persons experiencing homelessness. The incoming federal administration has committed to combatting inflation and reduce migrant inflow. Both of these measures could reduce pressures on the Continuum of Care. Homeless policy under the new federal administration will likely be focused on treatment and recovery, reducing unsheltered homelessness, reducing returns to homelessness and increasing the earned income of participants. Funding is unclear. In FY 2024-2025 and FY 2025-2026, the Homeless Trust will be leaning heavily on reserves to fund capital needs for new projects.

A severe lack of housing stock for extremely low-income households, including households with special needs, persists. The Homeless Trust continues to work to aggressively to scale up housing with supportive services, including exploring and pursuing new partnerships with public agencies, private non-profits and philanthropy. By targeting resources for people experiencing homelessness with the most severe service needs, the goal is to reduce homelessness, and in particular, unsheltered homelessness, without criminalization.

Departmental Business Plan and Outlook**Department Name: Miami-Dade County Homeless Trust****FY2024-25 & FY2025-26**

Our ability to enhance housing and services programming for homeless individuals and families and those at risk of homelessness continues to rely on sustained and increased funding commitments; the strong performance of the local Food and Beverage Tax and other revenue streams; and the leveraging of partnerships with Public Housing Agencies, Entitlement Jurisdictions, affordable housing developers and other mainstream housing and service providers. The Trust will continue to oversee the implementation and continued evolution of the Miami-Dade County Community Homeless Plan: Priority Home to realize its mission to prevent and end homelessness.

The Homeless Trust continues to view its local homeless response as a coordinated system rather than a collection of disconnected programs and will continue to embrace systems change in order to improve outcomes, inform the strategic allocation of limited resources, and create innovative programming and collaborations with the health and behavioral health, law enforcement and criminal justice systems to bring an end to homelessness.

The Trust will be closely monitoring any shifts in federal and state policy priorities and evolve its system accordingly, in line with best practices and local needs and with an emphasis on data-driven decision-making.

ATTACHMENT 1**BUSINESS PLAN REPORT**

Business Plan Report

Scorecard: Homeless Trust

As Of: 12/10/2024

Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Last Period Updated		Actual	Target	FY2024-25 Annualized Target	FY2025-26 Annualized Target
Customer	Eliminate homelessness in Miami-Dade County (HT)	HS1: Basic needs of vulnerable Miami-Dade County residents are met	HS1-1: Reduce homelessness throughout Miami-Dade County	Average number of days persons remain homeless	2023 FY		157	138	152	n/a
				Percentage of persons who access permanent housing upon exiting a homeless program	2023 FY		58%	58%	52%	n/a
				Percentage of persons who achieve an increase in income upon exiting a homeless program	2023 FY		36%	36%	42%	n/a
				Percentage of persons who return to homelessness within 2 years	2023 FY		20%	24%	22%	n/a
				Total number of homeless persons	2024 FY		3,800	3,500	3,675	n/a
Financial	Meet Budget Targets (Homeless Trust)			Expen: Total (Homeless Trust)	'24 FQ4		\$21,455K	\$31,741K	n/a	n/a
				Positions: Full-Time Filled (HT)	'24 FQ4		24	26	n/a	n/a
				Revenue: Total (Homeless Trust)	'24 FQ4		\$28,027K	\$31,741K	n/a	n/a

Legend:



: Key Initiative



: Featured Objective

Initiatives for Measures

There are no Initiatives associated to the Measures.

Initiatives for Objectives

There are no Initiatives associated to the Objectives.

Initiatives for Scorecards

There are no Initiatives associated to the Scorecard.